

**Worcestershire County Council**

# **Agenda**

## **Cabinet**

**Thursday, 14 June 2018, 10.00 am**  
**County Hall, Worcester**

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## DISCLOSING INTERESTS

There are now 2 types of interests:  
**'Disclosable pecuniary interests'** and **'other disclosable interests'**

### WHAT IS A 'DISCLOSABLE PECUNIARY INTEREST' (DPI)?

- Any **employment**, office, trade or vocation carried on for profit or gain
- **Sponsorship** by a 3<sup>rd</sup> party of your member or election expenses
- Any **contract** for goods, services or works between the Council and you, a firm where you are a partner/director, or company in which you hold shares
- Interests in **land** in Worcestershire (including licence to occupy for a month or longer)
- **Shares** etc (with either a total nominal value above £25,000 or 1% of the total issued share capital) in companies with a place of business or land in Worcestershire.

**NB Your DPIs include the interests of your spouse/partner as well as you**

### WHAT MUST I DO WITH A DPI?

- **Register** it within 28 days and
- **Declare** it where you have a DPI in a matter at a particular meeting
  - you must **not participate** and you **must withdraw**.

**NB It is a criminal offence to participate in matters in which you have a DPI**

### WHAT ABOUT 'OTHER DISCLOSABLE INTERESTS'?

- No need to register them but
- You must **declare** them at a particular meeting where:
  - You/your family/person or body with whom you are associated have a **pecuniary interest** in or **close connection** with the matter under discussion.

### WHAT ABOUT MEMBERSHIP OF ANOTHER AUTHORITY OR PUBLIC BODY?

You will not normally even need to declare this as an interest. The only exception is where the conflict of interest is so significant it is seen as likely to prejudice your judgement of the public interest.

### DO I HAVE TO WITHDRAW IF I HAVE A DISCLOSABLE INTEREST WHICH ISN'T A DPI?

Not normally. You must withdraw only if it:

- affects your **pecuniary interests** **OR** relates to a **planning or regulatory** matter
- **AND** it is seen as likely to **prejudice your judgement** of the public interest.

### DON'T FORGET

- If you have a disclosable interest at a meeting you must **disclose both its existence and nature** – 'as noted/recorded' is insufficient
- **Declarations must relate to specific business** on the agenda
  - General scattergun declarations are not needed and achieve little
- Breaches of most of the **DPI provisions** are now **criminal offences** which may be referred to the police which can on conviction by a court lead to fines up to £5,000 and disqualification up to 5 years
- Formal **dispensation** in respect of interests can be sought in appropriate cases.

## Cabinet

**Thursday, 14 June 2018, 10.00 am, County Hall, Worcester**

**Membership:** Mr S E Geraghty (Chairman), Mr A T Amos, Mr A I Hardman, Mr M J Hart, Mrs L C Hodgson, Ms K J May, Mr A P Miller, Dr K A Pollock, Mr A C Roberts and Mr J H Smith

## Agenda

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1	<b>Apologies and Declarations of Interest</b>	
2	<b>Public Participation</b> Members of the public wishing to take part should notify the Head of Legal and Democratic Services in writing or by e-mail indicating both the nature and content of their proposed participation no later than 9.00am on the working day before the meeting (in this case Wednesday 13 June 2018). Further details are available on the Council's website. Enquiries can also be made through the telephone number/e-mail address listed below.	
3	<b>Confirmation of the Minutes of the previous meeting</b> The Minutes of the meeting of 19 April 2018 have been previously circulated	
4	<b>Plastics and Non-Recyclable Cups - Notices of Motion from Council 15 February 2018</b>	1 - 10
5	<b>Council-Provided Day Services for Adults with a Learning Disability and Connect Short-term Service</b>	11 - 60
6	<b>Future Provision of Replacement Care (Overnight Respite) Services for Adults with a Learning Disability</b>	61 - 90
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All the above reports and supporting information can be accessed via the Council's website.

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**NOTES**

- **Webcasting**

Members of the Cabinet are reminded that meetings of the Cabinet are Webcast on the Internet and will be stored electronically and accessible through the Council's Website. Members of the public are informed that if they attend this meeting their images and speech may be captured by the recording equipment used for the Webcast and may also be stored electronically and accessible through the Council's Website.

**CABINET**  
**14 JUNE 2018****PLASTICS AND NON-RECYCLABLE CUPS – NOTICES OF MOTION FROM COUNCIL 15 FEBRUARY 2018**

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**Relevant Cabinet Member**

Mr A P Miller

**Relevant Officer**

Director of Economy and Infrastructure

**Recommendation****1. The Cabinet Member with Responsibility for Environment recommends that:**

- a. **Cabinet does not adopt Notice of Motion 1 given the content of this report and actions being taken but supports the general principles behind it;**
- b. **In relation to Notice of Motion 2 Cabinet recognises that the Council has already endorsed the importance of these issues to residents and employees and is actively engaged in identifying alternatives to single use plastics within its direct operations as referenced in this report; and**
- c. **it be Cabinet's intention that Council commissioners should use all reasonable endeavours to consider issues relating to the disposal of plastics in specifying, procuring and contracting for goods and services.**

**Notices of Motion****2. The following Notices of Motion were moved and seconded at Council on 15**

February 2018:

**Notice of Motion 1 – Discarded plastics and non-recyclable cups**

Notice of Motion standing in the names of Mrs E B Tucker, Prof J W Raine, Mr M E Jenkins and Mrs F M Oborski:

"This Council recognises that discarded plastics and non-recyclable cups are a major environmental pollutant.

Council therefore resolved to:

1. Cease the use of single plastic water cups and replace them with washable, reusable alternatives
2. Request our caterers to replace all non-recyclable hot drink containers with suitable environmentally friendly alternatives."

The motion stood referred to the Cabinet for decision. Mrs Tucker and Prof Raine (as mover and seconder) and Mr Jenkins (the third signatory of the Notice of Motion) have been invited to the meeting.

#### Notice of Motion 2 – Single-use plastics

Notice of Motion standing in the names of Mr P M McDonald, Mr R M Udall, Mr R C Lunn, Mr P Denham, Mr C J Bloore and Mr L C R Mallett (subsequently amended and the following wording was agreed by Council):

"That this Council asks Cabinet to join others in the battle against single-use plastic by encouraging the use of alternative materials for cups, bottles, cutlery and straws at all its buildings, cafes and public events."

The motion was agreed by Council and Cabinet therefore is to consider the request. Mr McDonald and Ms Stalker (as mover and seconder) and Mr Udall and Mr Lunn (as second and third signatories of the Notice of Motion) have been invited to the meeting.

3. The Leader requested that both Notices of Motion were referred to the April Cabinet where a short report outlining the direction of travel relevant to the above Motions was presented. It was agreed that a more detailed report be presented to June Cabinet for discussion and decision. This report follows, with further information appended. It is to be noted that UK policy and Council supplier actions have raced ahead of the limited issue in the relevant Notices of Motion and the situation remains somewhat fluid.

#### **Background**

4. Members will be aware that, following the BBC Blue Planet II series highlighting the global problem of plastic pollution, there is a high level of public interest, both nationally and locally, in reducing the use of single use plastics (SUP). In response, many large organisations are moving to reduce or completely cease use of SUP, particularly in relation to catering. This includes other local authorities, such as Gloucestershire County Council who are seeking to eliminate SUP from Council-managed buildings and facilities by 2020, the BBC who also plan to ban the use of SUP across all their sites by 2020, and UK Parliament who plan to eliminate single use plastic from their catering facilities this summer. Major supermarkets are also vowing to reduce the use of SUP.
5. Government policy on this issue has moved forward. The Government's 25 year Environment Plan sets a target to achieve zero avoidable plastic waste by the end of 2042. Measures already introduced include the 5p charge for single use carrier bags, which has been responsible for an 83% reduction in use of single-use carrier bags from supermarkets. The Government has also recently announced proposals to bring in a national drinks bottle and can deposit scheme.
6. The main Council catering suppliers are also taking action on the issue, enabling the Council to make significant progress towards reducing the use of single use plastic (SUP) and non-recyclable coffee cups.

## **Actions already taken by suppliers to eliminate single use plastic in Council catering**

7. Use of compostable cutlery and containers for all food made on site at County Hall and Wildwood. No straws provided. Soft drinks sold in cans and glass bottles only. Discounted hot drinks for those using reusable cups.  
It is planned the following will shortly be introduced:
  - Pricing of hot drinks to include a surcharge if in a disposable cup (likely to be 25p more than if in reusable cup)
  - The use of compostable disposable coffee cups.NB 100,000 single use coffee cups are currently thrown away every year at County Hall.
8. Place Partnership have removed the cup holders from all water coolers at County Hall, making it clear that compostable cups are available at Reception, the café and the shop if required. So far there appear to have been no complaints following introduction of this measure.
9. The Hive café offers free refills for those using reusable cups. Plans are in place to use compostable coffee cups, lids, disposable cutlery and takeaway boxes.
10. Worcestershire Countryside Services' catering leases contain a term that relates to reducing packaging and waste, specifying that disposable items are to be avoided but that if they are used, they are to be biodegradable where possible. Compostable coffee cups are used.
11. Catering at indoor events is usually provided with ceramic crockery and metal cutlery. For events where plastic disposables are normally used, compostable disposables could be specified instead. For large outdoor events e.g. Redditch Tour Series, catering vans may be given the opportunity to buy a pitch. In this situation, beyond making a request for caterers not to use single use plastic, the Council has little control over what the caterers use.

## **Disposal of single use plastic, coffee cups and compostable items**

12. Place Partnership are currently reviewing the waste management arrangements at County Hall and Wildwood, including the logistics of a composting collection for 'vegware', compostable coffee cups and food waste, and the introduction of comingled recycling for other materials (including plastic). This is in order to make it easier (& cheaper) for staff and visitors to dispose of waste correctly.

## **Financial Impact of measures taken**

13. The increased use of reusable rather than disposable items will reduce the amount of waste produced. This should reduce the cost of waste disposal at County Council premises.
14. In the case of catering at cafes hosted in County Council buildings, any extra cost of using compostable 'vegware', instead of single use plastic, will be passed on to the customer.

15. The unit price of compostable cups used at County Hall campus is a third more than the plastic ones previously used, however, as far fewer cups should be used, it is expected an overall cost saving will be made.
16. In many cases, the impact of banning SUP from Council-run events at non-Council premises is unlikely to have a financial impact but it could in some cases increase costs slightly e.g. for outdoor events where disposables are normally used e.g. a potential 2% overall increase in costs was indicated by one caterer.
17. Early indications show the cost of the joint collection of 'Vegware', compostable coffee cups and food from County Hall and Wildwood as more a year than the current food waste only collection service. This arrangement will, however, reduce the amount of general waste collected, which should reduce the cost of general waste collection. The current cost of waste disposal for County Hall and Wildwood is c. £40,000 a year.

### **Future Action**

18. The council will continue to discourage use of single use plastics through continued active management of existing contracts and through informed commissioning and procurement of new and renewed contracts.

### **Legal, and HR Implications**

19. It is not anticipated this policy will have significant legal or HR implications.

### **Privacy and Public Health Impact Assessments**

20. It is not anticipated this policy will have privacy implications.
21. There could potentially be an impact on public health from the tops of unwashed reusable bottles or cups coming into contact with the water spouts of water coolers. To date this has not arisen as an issue.

### **Equality and Diversity Implications**

22. An Equality Relevance Screening has been completed in respect of these recommendations. The screening did not identify any potential equality considerations requiring further consideration during implementation beyond ensuring that any changes are clear to all regardless of protected characteristics.

### **Contact Points**

#### County Council Contact Points

County Council: 01905 763763

#### Specific Contact Points for this report

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## **Background Papers**

In the opinion of the proper officer (in this case the Director of Economy and Infrastructure) the following are the background papers relating to the subject matter of this report:

Agenda papers for the meeting of the County Council held on 15 February 2018

Agenda papers and supporting information for the meeting of Cabinet held on 19 April 2018

Appendix – Plastics and Non-recyclable Coffee Cups

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## Appendix

### PLASTICS AND NON-RECYCLABLE CUPS

#### Background

1. Government policy on this issue is moving forward. The Government's 25 year Environment Plan sets a target to achieve zero avoidable plastic waste by the end of 2042. The plan supports a number of initiatives such as: free water refill points in every major town and city; the introduction of plastic-free supermarket aisles, and incentivising producers to take greater responsibility for the environmental impact of their products. Measures already introduced include:
  - 5p charge for plastic bags – since this was introduced in 2015, there has been an 83% reduction in use of single-use carrier bags from supermarkets
  - Ban on the manufacture of rinse-off personal care products containing plastic microbeads - January 2018. A ban on the sale of such products will follow later this year.

The Government has also recently announced proposals to bring in a national drinks bottle and can deposit scheme

#### Actions taken to eliminate single use plastic in Council catering

##### County Hall & Wildwood

2. Servest provide the catering services for County Hall and Wildwood offices and have made significant progress in eliminating single use plastic. Alongside reusable ceramic and metal items for use in the café and for meetings, Servest now use 'vegware' compostable cutlery and containers for the food they make on site, [www.vegware.com/our-materials/info\\_17.html](http://www.vegware.com/our-materials/info_17.html). They do not provide straws. They have undertaken to make disposable cutlery only available at the counter on request and, where possible, to provide coffee in a ceramic cup as a default, if it is to be consumed in the café. (NB The ceramic crockery and metal cutlery regularly go missing, so during very busy times the cafe sometimes runs out of clean crockery and cutlery and uses disposables instead). Soft drinks are now only sold in cans and glass bottles, not plastic.
3. Servest currently discount hot drinks by 10p for those using reusable cups, (as long as they are lidded and have measure marks). They currently sell an average of 400 hot drinks in disposable coffee cups a day; c.100,000 cups a year. They have recently started selling reusable cups and water bottles and will shortly be introducing the following at County Hall and Wildwood:
  - Pricing of hot drinks to include a surcharge if in a disposable cup (likely to be 25p more than if in reusable cup)
  - The use of compostable disposable coffee cups.These changes are being accommodated within the terms of the current contract, at no extra cost to the Council. It is to be noted that Servest also supply the BBC.

##### Plastic water cups

4. Place Partnership have removed the cup holders from all water coolers at County

Hall, making it clear that cups are available at Reception, the café and the shop if required. The cups are made from plant based bioplastic. Prior to this, an average 200 cups were used a day, c.50,000 a year, which cost the Council £1,374 last year. It is expected this measure will save the Council money, since while the unit cost of the bioplastic cups is a third more than the plastic ones, their use should be substantially reduced. There appear to have been no complaints following introduction of this measure.

### **The Hive Café**

5. The Hive café currently offers free refills for those using reusable cups. Bellrock, (facilities management at the Hive), are keen to support the reduction of single use plastic. Plans are in place to use compostable coffee cups, lids, disposable cutlery and takeaway boxes. This will not mean extra cost to the Council.

### **Worcestershire Countryside Centres**

6. Worcestershire Countryside Services' catering leases contain a term that relates to reducing packaging and waste, specifying that disposable items are to be avoided but that if they are used, they are to be biodegradable where possible. Biodegradable disposable coffee cups are used.
7. It is planned to strengthen this part of the lease agreement with the Orchard Café at Worcester Woods Countryside Centre, when the lease agreement is reviewed this year, and at Waseley Hills Country Park next year. Compostable rather than biodegradable disposable items are to be specified. This should not mean extra cost to the Council.

### **Libraries and Care Facilities**

8. Twelve of the Council's libraries and two residential units/day centres use single use plastic for catering. Some are taking measures to replace petroleum based plastic with plant-based alternatives.

### **Events**

9. The Council also procures catering for events not on Council premises, e.g. business and skills events at Worcester Rugby Club, Cricket Club, local hotels etc. Catering at this type of location is usually provided with ceramic crockery and metal cutlery. For events where plastic disposables are normally used, e.g. outdoor events, the cost impact of using e.g. compostable disposables instead will vary, but, as an indication, one caterer has quoted an extra 2% on overall costs. For large outdoor events e.g. Redditch Tour Series, catering vans may be given the opportunity to buy a pitch. In this situation, beyond making a request for caterers not to use single use plastic, the Council has little control over what the caterers use.

### **Disposal of single use plastic, coffee cups and compostable items**

10. Plastic recycling has been available in the offices and café at County Hall for several years, as part of current recycling arrangements. Plastic recycling is not available at all Council premises. There are currently no facilities to recycle disposable coffee cups at any County Council premises.

11. Spot checks on County Hall waste in the past have shown that disposable coffee cups, plastic cups and food containers make up a significant proportion of waste disposed, e.g. every year c. 100,000 disposable coffee cups and plastic lids are thrown away at County Hall & Wildwood. These items are sometimes disposed of incorrectly in recycling bins, (sometimes still part full of food or drink), thus contaminating materials for recycling.
12. Unless they are recycled, single use plastics at County Hall & Wildwood are collected with other general waste, (including coffee cups), by Worcester City Council. Worcester City Council disposes of this waste through Severn Waste facilities; in the main through Envirecover, where the waste is incinerated and the energy produced sent to the national grid. Food waste from County Hall catering is currently collected for anaerobic digestion. Paper, cardboard, glass and cans are also recycled via segregated collections.
13. Place Partnership are reviewing the above arrangements, including the logistics of a composting collection for 'vegware', compostable coffee cups and food waste, and introduction of comingled recycling for other materials (including plastic). This is in order to make it easier (& cheaper) for staff and visitors to dispose of waste correctly. While early indications show the cost of the joint collection of 'Vegware', compostable coffee cups and food from County Hall and Wildwood as more than the current food waste only collection service, this arrangement should reduce the amount and therefore the cost of general waste collected. The current cost of waste disposal for County Hall and Wildwood is c. £40,000 a year.

### **Encouraging staff to take part**

14. The Council's communications and sustainability teams are working with caterers to put together staff communications on what is being done. Reuse will be stressed and the discipline of returning ceramic and metal crockery, cutlery etc. to the café at County Hall and disposing of items in the correct bin reinforced.

### **Encouraging others to reduce single use plastic**

15. The Council promotes household waste prevention and works with Worcestershire district councils to promote recycling, including plastic recycling. Campaign material targeting plastic waste is used. It is planned to give away 'Lets Waste Less' branded reusable drinks cups, water bottles and shopping bags at promotional events.

### **Environmental Implications**

16. By encouraging use of reusable alternatives to single use plastics and coffee cups, these actions will decrease the amount of waste from Council premises and also reduce the risk of pollution of the environment by littering.
17. The use of plant based Plant-based materials, including bioplastic such as 'vegware', are becoming more commonly used as an alternative to petroleum-based plastic, in part as a response to the increasing cost of production of plastic from oil, in part because they are considered more environmentally beneficial. Benefits of using such materials include:
  - They are made from a renewable resource

- They use about two thirds less energy to produce and their manufacture produces less CO<sub>2</sub> than conventional plastic
- They can be composted, or digested with food waste, or recycled.

There are some caveats however:

- Many bioplastics, (including those being used at County Hall), require specialist facilities to be composted or digested. These facilities are becoming more widespread in the UK and are now available locally.
- They are often difficult to tell apart from petroleum-based plastics. If bioplastics are accidentally recycled with petroleum-based plastic, they will contaminate the load. Awareness raising and clear labelling of waste disposal facilities is therefore required.

18. Lifecycle assessments of the environmental impact of reusable cups versus disposable, while varied in the extent of their results, tend to reach similar conclusions. On an individual use basis, disposable cups usually require the fewest resources. However, repeated use of a reusable cup, (by the amount of times common in council catering), normally makes up for that difference. If the environmental impact of the disposal of the cup is also taken into account, the environmental benefit of using reusable cups increases further.

19. It is to be noted that Countryside Services intend to change their specification of 'biodegradable' to 'compostable', because some plastics labelled as biodegradable break down into harmful micro-plastics.

**CABINET**  
**14 JUNE 2018****COUNCIL-PROVIDED DAY SERVICES FOR ADULTS WITH  
A LEARNING DISABILITY AND CONNECT SHORT-TERM  
SERVICE****Relevant Cabinet Member**

Mr A Hardman

**Relevant Officers**

Director of Adult Services

Director of Public Health

**Local Members**

Mrs R L Dent, Mr N Desmond, Mr R Morris

**Recommendation**

- 1. The Cabinet Member with Responsibility for Adult Social Care recommends that Cabinet:**
  - a) notes the results and feedback to date from pre-consultation engagement with individuals using services, carers, staff and other stakeholders in relation to Council-provided day services for adults with a Learning Disability and the Connect Short-term Service;**
  - b) notes the engagement findings in relation to the value and impact of the Connect Short-term Service for adults with lower and medium levels of need, and endorses the intention to explore options for remodelling the service, including exploring in detail the option of aligning the service with the ongoing development of the Three Conversation Model; this will also include options for the Wyre Forest Connect reception desk service and the Wyre Forest Connect drop-in services;**
  - c) endorses the intention, in relation to the Council's four Resource Centres, for commissioners to work with the Council's Adult Social Care Provider Services to develop strategies for cost reduction and/or income generation in order to reduce the gap between the cost of the in-house services and the external sector;**
  - d) authorises the Director of Adult Services to finalise consultation documentation and commence formal consultation with people using services and carers on the proposal to close the Wyre Forest Connect Long-term Learning Disability Day Service and the re-provision of services for the seven individuals who currently use this service; consultation to commence in early July 2018 for a proposed period of 12 weeks;**

- e) **endorses the intention, in relation to the other six Connect Learning Disability Day Services, Connect Drop-in Services and Leisure Link, for commissioners to work with the Council's Adult Social Care Provider Services to produce options to develop strategies for cost reduction and/or income generation to reduce the gap between the cost of the in-house services and the external sector;**
- f) **approves the permanent relocation of Connect Droitwich, previously based at Kingfields in Droitwich, to the Wendron Centre, Bromsgrove;**
- g) **requests that a further report/reports be brought to Cabinet by November 2018 to include the results of the work outlined in (b) above, with consequent recommendations for formal consultation as required, and the results of the formal consultation outlined in (d) above.**

## **Background**

2. As part of its duties under the Care Act 2014, the Council must meet assessed needs for those people in Worcestershire with a Learning Disability who are eligible for care and support, including the provision of day services where specified in an individual's Care and Support Plan. The Council funds a wide range of day services and opportunities for adults with learning disabilities, currently commissioned from two types of provision – from external providers, through a Dynamic Purchasing System contract (new contract commenced 1 October 2017), and services provided internally by the Council's Adult Social Care Provider Services.

3. The total 2018/19 budget for Learning Disability day services is £4.2 million, of which £1.9 million is spent with external providers, funding just over 200 service users. The total 2018/19 budget for internally-provided Learning Disability Day Services and the Connect Short-term Service is £2.3 million (see paragraphs 57-59 below).

4. The in-house provision consists of 12 separate Day Services across the county for adults with learning disabilities (four Resource Centres, seven Connects and the Leisure Link service). 218 adults receive a regular day service in these services and there were 499 referrals to the Short-term Service during the period 1 April 2017 to 31 March 2018. There are 128 FTE staff employed in the services, equating to just under 180 people employed. Appendix 1 gives more detail about the services.

5. Cabinet received a report on 2 November 2017 "Proposed Engagement on Options for Future Delivery – Connect Short-term Service and Council-provided Day Services for Adults with a Learning Disability". Cabinet approved the recommendations to carry out pre-consultation engagement with people using services, family carers, staff and other stakeholders to explore options for future delivery of the services.

6. Pre-consultation engagement commenced on 29 January 2018 and continued to the end of April 2018. The results of the engagement are summarised in paragraphs 11-32 below. In total, 27 meetings were held attended by approximately 92 carers and 142 staff. Speakeasy NOW have worked with the Council to engage with people using services, and have spoken to over 200 adults with learning disabilities. Individual conversations have also been held with carers, staff and service users



where required. Wider stakeholders have been engaged at representative groups, through 1-1 meetings and through a survey on the Connect Short-term Service, which received 28 responses from professionals who refer in to the service.

## **Context for Change – Outcomes, Budgets and Sustainability**

7. In principle, in order to be financially sustainable and maximise value for money, the Council's in-house Learning Disability day services should not cost more than it would cost to purchase similar services from the external market. This principle has been used to evaluate the financial sustainability of the current model, and to inform the pre-consultation engagement work which has been carried out.

8. The financial analysis of internal day services, on a service by service basis, and comparing the cost of the Council-provided services to the cost of external services benchmarked against the Council's current external day services contract, is detailed in Appendix 2 (Table 1). This has been updated since the last Cabinet report to take account of 2018/19 budget and the latest external market analysis. The cost of the Connect Short-term Service has also been separated out. The analysis shows that Resource Centres cost in total approximately £266,000 more than externally-purchased services, and Connect Learning Disability Day Services approximately £480,000 more.

9. Through its commissioning of services, the Council aims to encourage a vibrant and varied range of day service provision across Worcestershire, with services of a high quality which meet the needs of service users, secure improved outcomes and are responsive and flexible in providing the type of services which people want. The recent Dynamic Purchasing System tender for a new external day services contract has an outcomes-based specification designed to promote this. Where the Council is itself providing services, these also need to fit with this model of service provision. By working with stakeholders to co-produce alternative delivery options for internally-provided services, a key aim is to improve the variety and quality of services in Worcestershire as a whole, based on a mixed market of services available to extend customer choice.

10. In relation to the Connect Short-term Service, which is funded from Public Health Ring-fenced Grant, future service design needs to be clearly linked to a robust evidence base and the work of the service needs to be clearly linked to Public Health outcomes. This will require a strong focus on promotion of good health outcomes and prevention of ill-health, with a whole population lens.

## **Summary of Pre-consultation Engagement Findings**

11. Pre-consultation engagement focussed on the following messages about why we need to look at the services:

- We need to get the best value for money from the Council's budget
- The in-house services currently cost more than if we bought day services for individuals externally through our existing contract with external providers
- There is a growing and varied external market of small, local day service providers
- What people want and expect from their services is changing.

12. We asked carers and staff the following questions to stimulate our discussions:

- What do the services do well/what do you like about what the services offer?
- Are there things you don't like or that could be done differently?
- What is unique about these services compared to the wider day service market?
- How can the services generate more income to make them financially sustainable?
- How can the services be more efficient in the way they run and the services they offer?
- Why do we think numbers of people using these services are dropping and do we need to promote the services differently?
- (In relation to Connects Short-term Service) Are there gaps/areas in this type of service that only Connects meets? Where are your referrals coming from and what are the recent trends in referrals?

### **Feedback from Carers and Staff**

13. The detailed findings and areas of discussion during pre-consultation engagement with family carers and staff in relation to the Resource Centres, Connects and Leisure Link are included at Appendix 3. A summary of the key points raised is provided in paragraphs 14-22 below.

14. Some of the key points raised by carers in relation to Resource Centres were that they provide a quality service, with the experience and quality of the staff in the services being highly valued by carers. There is a relationship of trust, and carers feel that everyone is well looked after in a very positive way. The services enable people to engage with their peer group and they are "one big family". The stability of the service, including the continuity of staff, is highly valued. Structure and routine are particularly important to the client group using the Resource Centres and the potential negative impact on vulnerable individuals of any changes to services should not be underestimated. The services offer a wide variety of activities, although some carers felt that activities could be developed even further with the addition of new types of activities.

15. In relation to Connect Learning Disability Day Services, carers feel that staff are providing a high quality, stable and reliable service. Carers feel that their family members are safe in the services and have a high degree of trust for the staff. The variety of activities and amount of individual choice on a day-to-day basis are valued by carers. Carers feel that the Connects services successfully increase people's independence, for example through independent travel training and voluntary work opportunities. There was a feeling that people using the service have "blossomed" and "come on leaps and bounds" under the new model. Very positive feedback was received from organisations working with Connect to provide volunteering and work experience opportunities to individuals. Connects provides a varied and focussed service with an emphasis on voluntary and paid work and promoting independence.

16. It was widely felt that the Resource Centres and Connects Day Services need to be marketed and publicised more effectively, including making better links with schools, colleges and local communities, using social media more effectively and using Your Life Your Choice. It was particularly felt that the services should be

promoted to younger people transitioning to adulthood and staff wanted the service offer to be better understood by professionals and the public.

17. There were many ideas raised for future service development to generate more income, make services more efficient and make better use of the services moving forward, for example by making better use of the buildings, facilities and staff expertise and experience.

18. While there are a variety of day services and opportunities offered by the external market, the amount of external market provision varies from area to area and some geographical areas of Worcestershire do not have a significant availability of external places. The map at Appendix 4 shows the current availability of day service provision in Worcestershire.

19. There are some Connects which have very small numbers of individuals using the service and it was discussed how this has a negative impact on the sustainability of the services. In particular, Wyre Forest Connect only has seven regular attendees, attending on average for two days per week (individual attendance varies from one to three days per week). This means that Wyre Forest Connect is very unlikely to be able to achieve financial sustainability. The external market is also relatively well-developed in the Wyre Forest area, and there are a number of alternative day service providers. Evesham Connect is also a relatively expensive service compared with the equivalent external market cost of providing a service to its 16 attendees. However, the external market in the Evesham area is relatively underdeveloped, with alternative providers in the area being very small or new to the market; availability of alternative provision is therefore more limited.

20. Carers and staff gave positive feedback about the temporary move that has taken place of Connect Droitwich relocating to the Wendron Centre in Bromsgrove; the move had gone well and people had made new friendships; it has also given the service more resilience and economies of scale. However, it was strongly felt that any further or additional move would be detrimental to service users' wellbeing.

21. The Connect weekly drop-ins operate differently across the county, in some cases operating across both the Short-term and the Learning Disability Day Service or in other cases being just part of the Short-term Service, or a separate service. Some carers fed back about how important the weekly drop-in is to them and the people they care for. Staff in Connects also emphasised what an important part of the service the drop-in is.

22. Feedback was also received in relation to Leisure Link. Although Leisure Link is not a statutory service, carers emphasised how valued the service, particularly the social club, is to those who attend and expressed their concerns if the service was not to continue. Many attendees have been attending for many years; people feel that the club increases independence and enables them to be themselves. Although the service operates in Wyre Forest, it is accessed by people from a wider area (although predominantly north of the county) and has a membership of over 100 people. An option for Leisure Link was discussed around exploring how the service could become self-sustaining and run external to the Council; some carers would be interested in this but there was some concern about the responsibility which would be involved in taking over the management of the service. Potentially increasing the cost of attendance to make the service more sustainable was considered a

reasonable option when discussed; the potential for reducing the cost of running the service was also discussed and considered to be a realistic option to explore.

### **Feedback from People using Services**

23. Speakeasy NOW visited day services during January and February 2018 and asked people what they thought about the services they attended. They also asked people if they had any ideas about what could make day services better in the future. They saw 59 people in Connect, 61 people in Resource Centres, 70 people who use Leisure Link and 32 young people in schools.

24. Speakeasy NOW's findings are summarised below and their detailed report is attached at Appendix 6. The main feedback in relation to Resource Centres and Connects was as follows:

- a) People enjoy using the services; they are comfortable and feel safe;
- b) People have a good relationship with the staff in the services and some people have been attending for a long time;
- c) People enjoy meeting their friends;
- d) People feel in control and can make choices and decisions about what they do each day, and do a variety of different activities, getting opportunities to try new things;
- e) Some people have more opportunities to be independent than when they are at home;
- f) People feel special and important and have a sense of belonging;
- g) Nobody spoken to wanted to find paid work but some people do volunteer roles;
- h) Transport is sometimes a problem;
- i) People get out and about a lot but don't like going out in bad weather and also like having activities in the building;
- j) Some people worried about the cost of some activities or outings;
- k) People would like to know more about other local services.

25. The main service user feedback in relation to the Leisure Link services was as follows:

- a) Monday Night Group is very well attended and extremely popular. Music and dancing are very important to people. For some people it is the only opportunity they have to go out during the evenings and to see their friends. They would like even more activities and more frequent meetings. Some people don't feel safe attending the Monday Night Group because of the location;
- b) A small group regularly attends the Flyers Sports Club. They enjoy the activities offered but some would like a different venue and to try different sports;
- c) A small group regularly attends the Music Group. They enjoy the opportunities to make music.

26. Speakeasy NOW also talked to young people in schools and colleges about what type of day opportunities they would like once they leave school. The key points were as follows:

- a) All young people have high aspirations for what they want to achieve after leaving school and most young people want to get a paid job;
- b) Maintaining friendship groups is very important;
- c) None of the young people knew about day services or felt it is where they would choose to go when they leave school but they do want to keep doing the activities they enjoy now and keep active.

### **Connect Short-term Service**

27. The detailed findings and areas of discussion during pre-consultation engagement with staff and stakeholders in relation to the Connect Short-term Service are included at Appendix 3. A summary of the key points raised is provided in paragraphs 28-32 below.

28. The core purpose of the Connect Short-term Service is to promote the health and well-being of individuals using the service, and be a preventative service, preventing those being supported from requiring other, higher cost services in the future. The service also aims to reduce escalation of need for specialist NHS services enabling individuals to be healthy for as long as possible, self-managing long-term conditions or avoiding them altogether.

29. Where other agencies have reduced their services, it was felt that the Connect Short-term Service is often stepping in and filling the gaps, particularly for lower and medium level support. Feedback has stated that reductions in service would lead to gaps in support and a significant impact on the vulnerable people who currently rely on this type of service. The service often performs a co-ordinating role, signposting people to other services as required, or in other cases is referred into by other services as an enhancement to what the other services can offer. These individuals are increasingly falling through the net and either not being picked up by other services or unable to navigate other services, and Connect is stepping in.

30. Synergies between the Connect Short-term Service and the Three Conversation Model were discussed in detail with staff and partners. Staff noted that they often fulfil "social work" roles in their activity in the short-term service and the ethos of promoting independence runs through both service areas. Connect workers use an asset-based/strengths-based approach, fitting with the Three Conversation Model ethos. Workers in the new Three Conversation sites have reported that the availability of Connect services has been an important factor in the success of their work to date. While further data analysis is required to assess fully the use of the Connect Short-term Service by Three Conversation Model sites, there is evidence from the analysis to date that there are increased numbers of referrals to Connect from the social work sites where the Three Conversation Model has been implemented.

31. As part of the pre-consultation engagement a review by Public Health of a sample of referrals to the service has been carried out. Data on clients accessing the service during June, July and October 2017 was analysed to better understand the characteristics of the client group accessing the service, the reasons people accessed the service and service processes. Analysis of three months (non-consecutive) data showed an average of 45 clients per month contacting the service, making a three-month total of 135 clients who contacted or were referred to the service across all the locations. Of the 135 clients who made contact with the

service, 57% were eligible for support under the Care Act whilst 43% were not Care Act eligible. A total of 50 the 135 clients also received other care services funded by the local authority (mainly domiciliary care or direct payments). 101 clients of the 135 referrals went on to receive a service.

32. Further quantitative and qualitative data relating to the sample of referrals is provided at Appendix 5. Some of the key findings from the work are as follows:

- a) In over a third of the cases during the sample period, the service was actually offered for longer than 12 weeks. This was for a number of reasons, based on individual need for the service to continue longer.
- b) Around 25% of the clients who received a service did not have a medical diagnosis of an underlying disorder or disability. They received support with access to finance, access to appropriate housing and housing needs, access to social and leisure activities and access to training or volunteering opportunities. The support took the form of signposting, providing information, arranging and/or attending appointments and completing forms.
- c) Around 30% of clients who received a service had a diagnosed Learning Disability. Support was also provided to people with a Mental Health diagnosis, Access and Mobility problems and Sensory Impairments.
- d) The main outcomes achieved are around:
  - Access to social/leisure and cultural activities, with individuals reporting an improved sense of wellbeing, independence, sense of purpose and increased confidence
  - Help and support to move into appropriate housing
  - Support for mental wellbeing by developing and maintaining social contacts, redeveloping hobbies and interests, meeting new people, providing accessibility to volunteering opportunities and developing life skills to enhance independence
  - Budgeting welfare and debt management, where the service helped and supported people to access appropriate services, reapply and fill in forms, reduce monthly outgoings and claim for hardship funds
  - Access to employment, referring people to voluntary sector agencies, job coaches and library service for help with various aspects of getting employment such as writing up CV and looking for suitable opportunities
  - Access to education and training, providing information on relevant courses, liaising with agencies to remove barriers to attend training courses and also offering help and support with processes to access education and training required for employment
  - Help with transport to enable access to community services, educational and social opportunities
  - Support for physical health such as help to organise medication, access additional support from appropriate agencies, improve mobility within and outside of the home and manage the home environment.

## **Recommendations and Next Steps**

### **Summary of Recommendations**

33. Paragraphs 36-47 below set out in detail the recommendations made in this report. In summary, the proposal for all of the Resource Centres, for Connect Long-term Learning Disability Day Services in Bromsgrove (including Droitwich Connect), Redditch, Evesham, Malvern and Worcester, and for Leisure Link, is for the continuation of these services. Commissioners aim to work with the Council's Adult Social Care Provider Services to develop strategies and business plans for cost reduction and/or income generation in order to reduce the gap between the cost of the in-house services and the external sector. This work is planned to deliver a substantial part of the £0.6 million savings target for 2018/19.

34. In relation to Wyre Forest Connect Long-term Learning Disability Day Service, due to the size of the financial sustainability gap and the low attendance at this service, Cabinet is asked to authorise the commencement of formal consultation on a proposal to close the service. This work will deliver between £0.1 and £0.2 million towards the £0.6 million savings target. Further information on this proposal is provided in paragraphs 41-43 below.

35. In relation to the Connect Short-term Service, which is funded by Public Health Ring-fenced Grant, the proposal put forward is to explore options for remodelling the service including the option of aligning the service with the ongoing development of the Three Conversation Model. Further information is provided in paragraphs 38-40 below.

### **Detail of Recommendations - Resource Centres**

36. The pre-consultation engagement work has generated a significant number of ideas and options for increasing usage, generating income and reducing costs to enable more efficient operation of the services.

37. Commissioners would therefore now aim to progress work with the Council's Adult Social Care Provider Services to develop strategies and business plans for cost reduction and/or income generation in order to reduce the gap between the cost of the in-house services and the external sector. Where financial savings are identified, these will contribute towards the £0.6 million savings target for 2018/19.

### **Detail of Recommendations - Connect Short-term Service**

38. The engagement work to date has provided evidence of the role that the Connect Short-term Service plays in supporting individuals to achieve outcomes which improve their health and wellbeing and in meeting unmet needs, particularly in relation to individuals with lower or medium-level needs. However, further needs analysis, impact analysis and evidence review work is now required to support the next stage of service development and particularly to inform future service re-design, including psychological impact and analysis of how this new service will meet need.

39. The engagement work has also identified synergies between the work of the Connect Short-term Service and the work of the Three Conversation Model social work teams. The Three Conversation Model is a new strengths-based approach to

social work which considers an individual's own strengths and capabilities and builds on the resources and resilience that an individual already has, including family, friends and the wider community. The approach focuses on an ongoing conversation about how the individual and their wider networks can support and increase their own independence. It is currently being rolled out gradually for social work teams in Worcestershire. At the same time, there is also synergy with the pilot social prescribing sites and these too are at an early stage of implementation and may offer insights for the remodelling process. Social prescribing is a jointly-funded initiative which links patients with non-medical support from wider local community assets to improve their health and wellbeing.

40. Cabinet is therefore asked to endorse the intention to explore options for remodelling the service including the option of aligning the service with the ongoing development of the Three Conversation Model, with results to be reported back to Cabinet, including requests for formal consultation as required.

### **Detail of Recommendations - Connect Learning Disability Day Services and Leisure Link**

41. As outlined above in paragraph 19, the financial sustainability gap for Wyre Forest Connect is significant, and the highest of the seven Connects services, at £154,000 per annum. The number of regular attendees is very low and means that ongoing financial sustainability (for example by increasing usage of the service) is unlikely to be achievable, particularly given the range of alternative services available in the Wyre Forest area.

42. Cabinet is therefore asked to authorise the commencement of formal consultation on a proposal to close the Wyre Forest Connect Long-term Learning Disability Day Service and the re-provision of services for the seven individuals who currently use this service. This consultation would be carried out in parallel with the development of proposals to remodel the Connect Short-term Services (paragraphs 38-40 above), which will therefore also include options and impact analysis for the Wyre Forest Connect reception desk service and the Wyre Forest Connect drop-in services.

43. The consultation exercise will include the finalisation of the detailed equality impact assessment on the proposal, referenced in paragraphs 51-53 below, including proposals to minimise and/or mitigate any adverse impacts. A thorough analysis of alternative provision options for the seven individuals who currently use the service will also be carried out.

44. The financial sustainability gaps for other Connect services range from £30,000 for Worcester Connect to £109,000 for Evesham Connect. The pre-consultation engagement work generated a significant number of ideas and options for increasing usage, generating income and reducing costs to enable more efficient operation of the services, although it is acknowledged that the financial gap between the cost of the Connects Learning Disability Day Services and the external market cost is greater than that for Resource Centres.

45. Based on the feedback during the pre-consultation engagement, and in order to minimise impacts on people using the services, proposals are not being put forward at the current time for closure or reduction of these services. Instead, it is proposed



in the short to medium-term to work with the services to try to minimise the financial gaps as far as possible.

46. For Connect services, including drop-ins, in Bromsgrove (including Connect Droitwich), Redditch, Evesham, Malvern and Worcester, and for Leisure Link, commissioners aim to work with the Council's Adult Social Care Provider Services to develop strategies and business plans for cost reduction and/or income generation in order to reduce the gap between the cost of the in-house services and the external sector. Where financial savings are identified, these will contribute towards the £0.6 million savings target for 2018/19.

47. As outlined in paragraph 20 above, carers and staff gave overwhelmingly positive feedback about the temporary move that took place on 27 April 2017 to relocate Connect Droitwich, previously based at Kingfields in Droitwich, to the Wendron Centre in Bromsgrove, co-located with Connect Bromsgrove and Bromsgrove Resource Centre. It was also strongly felt that any further or additional move would be detrimental to service users' wellbeing. As a result of the feedback from carers, staff and people using services during pre-consultation engagement, Cabinet is asked to approve making this relocation permanent. Should Cabinet approve this recommendation, formal staff consultation on the change in location would commence in July 2018.

### **Legal and HR Implications**

48. The Council has a duty to promote the well-being of individuals in its area under the Care Act 2014 and to provide a range of social care services for meeting assessed eligible care and support needs of adults, including care and support needs resulting from disabilities. The Council also has a duty under the Health and Social Care Act 2012 to improve the health and well-being of its local population, and to have regard to narrowing health inequalities.

49. The Council values the feedback and input of its residents and users of services to inform service development. In order to inform its proposals, as well as meeting required legal duties, the Council will carry out consultation with individuals using services and family carers, and will give proper consideration to the outcomes of consultation before any substantive decision to implement any proposal is made.

50. Appropriate statutory consultations with staff will also be carried out as appropriate based on the nature of future proposals and the impact on specific staff groups. Any changes to staffing arising out of future proposals would be subject to the Council's Human Resources Policies and Procedures.

### **Equality and Diversity Implications**

51. The Council must, during planning, decision-making and implementation, exercise a proportionate level of due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
- Advance equality of opportunity between people who share a protected characteristic and those who do not

- Foster good relations between people who share a protected characteristic and those who do not.

52. A full equality impact analysis is currently being drafted, incorporating each element of the service where formal consultation on changes has been proposed, and this analysis will form part of future Cabinet reports to assist future decision-making.

53. Initial analysis indicates that there are potentially both positive and negative impacts in implementing the recommendations contained in this report. While there would potentially be adverse impacts around the potential closure of Wyre Forest Connect Long-term Day Service and facilities based in Wyre Forest Connect, potential positive impacts include the proposed work to restructure the whole Connect Short-term Service, which would potentially enable it to support more people to remain independent and healthy for longer. There is also the positive impact of increasing choice and quality of available day services for people with a Learning Disability. Work is ongoing to consider how any adverse impacts can be minimised and this will form part of the formal consultation.

### **Privacy and Public Health Impact Assessments**

54. The Connect Short-term Service is funded by £603,000 of Public Health Ring-fenced Grant. The Care Act 2014 placed a responsibility on local authorities to provide services that would help prevent their residents developing needs for care and support or delay the impact of their needs. In taking on this role, local authorities are required to work with their communities and provide a range of services that help to keep people well and independent. This includes identifying the local support and resources already available and helping people to access them. One of the services that aims to address this requirement locally is the Connect Short-term Service.

55. The proposals contained in this report in relation to service redesign of the Connect Short-term Service will be supported by a needs assessment, evidence review and impact analysis which will inform a service specification based on securing outcomes specified in the Public Health Outcomes Framework.

56. This group of residents are at particularly high risk of poor health outcomes and any changes to services which increase this risk further will need to be avoided. Service change will also have to consider service access, so that the needs of all those with relevant protected characteristics are taken into account, not just those of the current user cohort.

### **Financial Implications**

57. The Medium Term Financial Plan approved by Full Council on 15 February 2018 anticipated a need for around £65 million of expenditure reductions or increases in income over the 3 year period 2018/19 to 2020/21. There is a risk to the Council's overall sustainability and delivering Social Care to those that need it most if expenditure reductions or increases in income are not delivered as required.

58. The total 2018/19 net budget for internally-provided Learning Disability Day Services and the Connect Short-term Service is £2.3 million (inclusive of the savings target outlined in paragraph 55 below). Since 2016/17, the general prevention

element of the Connect service (the Connect Short-term Service) has been funded by Public Health Ring-fenced Grant, with total funding of £0.6 million allocated in 2018/19.

59. Savings of £0.6 million in total for 2018/19 in relation to Learning Disability Day Services were agreed in the budget approved by Council in February 2018. These savings are partly new reforms and partly existing reforms identified as part of the "Learning Disabilities Review of Care" project. The proposals outlined in this report, should they be approved in due course, would deliver the £0.6 million of savings; however, due to the nature of some of the proposals and related consultation requirements, the savings may not be delivered in full until 2019/20. Work would however be prioritised in order to maximise value for money against the budget and minimise the impact of any delay to savings delivery.

## Supporting Information

- Appendix 1 – Outline of Services
- Appendix 2 – Financial Information
- Appendix 3 – Detailed Pre-Consultation Engagement Feedback
- Appendix 4 – Learning Disability Day Service Providers by Contract Type
- Appendix 5 – Connect Short-term Service: Description of Current Activity
- Appendix 6 – Speakeasy NOW Day Services Engagement Report January/February 2018

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## Background Papers

In the opinion of the proper officer (in this case the Director of Adult Services) the following are the background papers relating to the subject matter of this report:

Agenda and background papers for the meeting of the Cabinet held on 2 November 2017

Agenda and background papers for the meeting of Council held on 15 February 2018

Learning Disability Day Services in Worcestershire Dynamic Purchasing System, published 3 August 2017

Agenda and background papers for the meeting of the Adult Care and Wellbeing Overview and Scrutiny Panel held on 16 March 2017

### Outline of Services

#### Resource Centres

Resource Centres provide a day service for Care Act-eligible service users with a learning disability who have a higher or more complex level of need, typically providing 2:1 or 1:1 support. There are Resource Centres in Worcester (Cherry Orchard), Kidderminster (Orchard Street), Bromsgrove (Wendron Centre) and Pershore (Three Springs). Resource Centres also include the "Growing Old with a Learning Disability" service, which specifically meets the needs of older service users.

#### Connects

Connects Services are split into two main parts:

- A long-term part of the service which provides ongoing day services for Learning Disability Care Act-eligible service users, typically on a 5:1 or 8:1 staff ratio, forming part of an individual's personal budget in their Support Plan
- A short-term preventative service. This is a wide-ranging service which provides short-term support to clients over a period of up to 12 weeks. Typical support given is support to access the community and social activities, support to become more physically mobile, support with finances and form completion e.g. benefits applications, support with housing, and support to find volunteering and employment opportunities. Client groups include people with physical disabilities, older people and people with mental health needs, as well as people with learning disabilities.

The services also run weekly drop-ins, open for all and catering for a range of service users with a combination of Care Act eligible and non-eligible needs, and not included in personal budgets. Connect Wyre Forest also runs a front-desk drop-in service during opening hours

There are Connects services in Worcester (operating out of County Enterprises, St Paul's Street), Kidderminster (Blackwell Street), Redditch (Halcyon Centre), Bromsgrove (Wendron Centre – co-located with Resource Centre), Droitwich (recently co-located on a temporary basis to Wendron Centre, Bromsgrove), Evesham (Library) and Malvern (Cube).

## **Leisure Link**

The Leisure Link service comprises three day/evening clubs for people with learning disabilities and operates in Wyre Forest. The service is used by approximately 100 people, with a mix of Care Act eligible and non-eligible needs. A small fee per session is charged, but the service currently has a net cost to the Council of around £28,000 per annum.

## Financial Information

<b>TABLE 1 – Individual Centre Budgets and Financial Sustainability</b>	<b>2018/19 budget*<sup>1</sup> £'000</b>	<b>No. of people using the service (at January 2018)</b>	<b>Average no. of days attended per week (at January 2018)</b>	<b>Benchmarked "financial gap" compared to external market cost**<sup>2</sup> £'000</b>
<b>Resource Centres:</b>				
Bromsgrove	607	31	4	55
Pershore	259	9	4.5	44
Worcester	647	44	3.5	78
Wyre Forest	555	25	4.5	89
<b>Resource Centre total</b>	<b>2,068</b>	<b>109</b>		<b>266</b>
<b>Connects:</b>				
Bromsgrove	241	18	3	54
Droitwich	160	9	3	59
Evesham	305	16	3.5	109
Malvern	178	11	3	32
Redditch	309	28	3	43
Worcester	279	20	2.5	30
Wyre Forest	281	7	2	154
<b>Connects total</b>	<b>1,753</b>	<b>109</b>		<b>481</b>
Leisure Link	27			N/a
<b>TOTAL</b>	<b>*1 3,848</b>			<b>747</b>

\*1 £3.8 million is the gross budget including central overheads and before income and savings

\*2 In relation to the Learning Disability Day Services

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## Detailed Pre-Consultation Engagement Feedback

### Resource Centres

1. The main findings and areas of discussion during pre-consultation engagement with family carers and staff in relation to the Resource Centres are summarised below.
    - a) The Resource Centres provide a **quality service**; carers feel that everyone is well looked after in a very positive way; carers often compared the Council-provided services favourably to other services; the services enable people to engage with their peer group and they are "one big family"; there is **effective partnership working** between the Resource Centres and other services.
    - b) The **experience and quality of the staff** in the services is highly valued by carers and there is a relationship of trust; people feel safe and secure in the services and **stability** of the service, including the **continuity** of staff, is highly valued; structure and routine are particularly important to the client group using the Resource Centres; the potential negative impact on vulnerable individuals of any changes to services should not be underestimated.
    - c) The "Growing Old with a Learning Disability" ("GOLD") service is highly valued by carers, and staff felt that this service could **expand** to meet the needs of increasing numbers of people growing older with a learning disability.
    - d) The services offer a wide **variety of activities**, although some carers felt that activities could be developed even further with the addition of new types of activities.
    - e) The quality of a service is often considered more important than the location or the distance to a service, although it was also recognised that the distance to a service could be an important factor for some people in deciding which service to attend.
    - f) Some carers felt that there would be benefits to joining up Resource Centre and Connect offers more closely, particularly where these are already co-located; it was felt that some Resource Centres would benefit from more activities in the community. However, staff also talked about the need to differentiate the two very different service offers and carers of people in Connect services had different views (see below).
-

- g) It was widely felt that Council-provided **services need to be marketed and publicised** more effectively, including making better links with schools and colleges, using social media more effectively and using Your Life Your Choice; more informal events for carers were also suggested as well as options around stands at school and college open days and offering trials of the service during college holidays; a **rebranding and relaunch** of the services would be beneficial.
- h) It was felt that Social Work teams should make people more aware of the Resource Centre option and promote Council-provided services more effectively. It was particularly felt that the services should be **promoted to younger people** transitioning to adulthood. Staff reported that the Resource Centre offer is not widely understood, particularly the fact that there is a wide range of activities including activities out in the community, not just building-based activities. This was also a theme from engagement with young people currently in school. A follow-up survey of social workers indicated that knowledge of the in-house day service offer is inconsistent and improved marketing and awareness raising would be helpful.
- i) Council-provided day services should be **promoted to people using Direct Payments**.
- j) It was suggested that the **service offer could be expanded** to generate more income for the services, for example by offering places at activities to residential providers and/or by offering additional "paid for" places on courses and activities to external individuals; this would also be beneficial in **increasing socialisation opportunities** for those already attending.
- k) The best use should be made of the space and facilities available; business cases for expansion were discussed, ensuring that staff vacancies are filled to **maximise capacity**. Making the best use of the **specialisms and expertise** of the staff in the services was discussed; the use of existing facilities such as sensory rooms could be increased. However, some carers also felt that the core "Resource Centre" offer should not be diluted or lose focus due to expansion of other services.
- l) The **ratios of staffing** required by people using the services, based on their assessed needs, should be revisited to ensure the service is operating as **effectively and flexibly** as possible.
- m) Options for generating income by **making better use of the buildings** and facilities should be considered, for example expanding the hiring out of facilities when they are not being used; fundraising should also be considered as an option for income generation.

- n) Rates for charging out services need to be updated and refreshed to ensure **full cost recovery**; options for expanding the offer for clients funded by Continuing Health Care were discussed.
- o) There are some **modernisations** needed to make the services more attractive, for example not all the facilities have wireless internet access and up to date IT for people using services (e.g. tablet computers).
- p) While there are some specialist services offered by the external market similar to the Resource Centre offer, these do not currently cover all geographical areas of Worcestershire and capacity is relatively limited.
- q) Staff want the Council-provided services to be able to **operate on a level playing field** with the external sector in relation to marketing and contractual terms e.g. cancellation/non-attendance terms.

### **Connect Learning Disability Day Services**

2. The main findings and areas of discussion during pre-consultation engagement with family carers and staff in relation to the Connects Day Services are summarised below:

- a) Carers reported that adults were very happy in the services and that staff are providing a **high quality service**; the **stability and reliability** of the services are highly valued by carers; people using the services have **long-established friendship groups**; carers feel that their family members are **safe** in the services and have a high degree of **trust** for the staff. The staff are solution-focussed and very supportive of carers.
- b) **Continuity of service** and maintaining friendship groups are very important to people using services and to their carers.
- c) The **variety of activities** and amount of individual **choice** on a day-to-day basis are valued by carers; the services are **person-centred** and staff successfully meet everyone's needs and individual choices; the **community-based activities** are plentiful and varied and enable people to contribute to their communities. The location of Connects in town centre locations is important to enable people to access the community.
- d) Carers feel that the Connects services successfully **increase people's independence**; the separation of Connects from Resource Centres as part of the previous reorganisation has enabled people in Connects to increase their independence and confidence; the Connects services encourage independence, for example through independent travel training and voluntary

work opportunities; there was a feeling that people using the service have "blossomed" and "come on leaps and bounds" under the new model.

- e) There are opportunities to explore how the links could be further developed between the Connect services and the Supported Employment Service, to continue to promote **voluntary and paid work opportunities** for individuals attending. Very positive feedback was received from organisations working with Connect to provide volunteering and work experience opportunities to individuals. Whereas some other day services focus on hobbies, Connects provides a more varied and focussed service with an emphasis on voluntary and paid work and promoting independence.
- f) The service is of **value to carers** to help them maintain their caring role. Some carers rely on the services and feel that they would not be able to continue in their caring role without these services being in place.
- g) It was widely felt that Council-provided **services need to be marketed and publicised** more effectively, including making better links with schools and colleges, using social media more effectively and using Your Life Your Choice; a **rebranding and relaunch** of the services would be beneficial, including promotion to social work teams.
- h) While there are a variety of day services and opportunities offered by the external market, the **amount of external market provision varies from area to area** and some geographical areas of Worcestershire do not have a significant availability of external places.
- i) Lots of people attending Connect also attend other externally-provided day services; however, Connect is a valued part of the day service offer and it was felt that **Connect offers a service which is different** from most other day service offers, with the opportunities to access varied activities out in the community. There was discussion around the need for a balanced offer between activities in the community and in the centre.
- j) The **ratios of staffing** required by people using the services, based on their assessed needs, should be revisited to ensure the service is operating as **effectively and flexibly** as possible.
- k) In relation to possible **income generation**, fundraising and sponsorship were discussed; the promotion of services to people using direct payments was put forward as an option, and the possibility of selling services externally with people paying for additional days or sessions. Options of adults in the services being involved in income generation were also discussed.
- l) It would be beneficial to build up **links with the local communities** by holding open sessions; these could be linked to activities for people using the

services and potentially charged for e.g. coffee mornings, café, market stall etc. Some Connects are already working closely with local partners e.g. colleges and this could be built on.

- m) Options to **reduce costs** by looking for example at building costs and how these might be reduced were discussed.
- n) Some Connects services would like to explore the option of developing a **"Growing Old with a Learning Disability" (GOLD) service** in Connects rather than just in Resource Centres, as people in Connects are also growing older and would appreciate continuity of service.
- o) There are some Connects which have very small numbers of individuals using the service and it was discussed how this has a negative impact on the **sustainability** of the services. In particular, **Wyre Forest Connect** only has seven regular attendees, attending for a total of 12 days each week. This means that Wyre Forest Connect is very unlikely to be able to achieve financial sustainability. There are also a number of alternative day service providers in the Wyre Forest area.
- p) Carers and staff gave positive feedback about the temporary move that has taken place of **Connect Droitwich relocating to the Wendron Centre in Bromsgrove**; the move had gone well and people had made new friendships; it has also given the service more resilience and economies of scale; however, it was strongly felt that any further or additional move would be detrimental to service users' wellbeing.
- q) The Connect weekly drop-ins operate differently across the county, in some cases operating across both the Short-term and the Learning Disability Day Service or in other cases being just part of the Short-term Service, or a separate service. Some carers fed back about how important the weekly drop-in is to them and the people they care for. Staff in Connects also emphasised what an important part of the service the drop-in is.

### **Leisure Link**

3. The main findings and areas of discussion during pre-consultation engagement with family carers and staff in relation to the Leisure Link service are summarised below:

- a) Although Leisure Link is not a statutory service, carers emphasised how **valued** the service, particularly the social club, is to those who attend and expressed their concerns if the service was not to continue. Many attendees

have been **attending for many years**; people feel that the club **increases independence** and enables them to be themselves.

- b) Although the service operates in Wyre Forest, it is accessed by people from across the county and has a membership of over 100 people.
- c) An option for Leisure Link was discussed around exploring how the service could **become self-sustaining** and run external to the Council; some carers would be interested in this but there was some concern about the responsibility which would be involved in taking over the management of the service. Potentially **increasing the cost of attendance** to make the service more sustainable was considered a reasonable option when discussed; the potential for **reducing the cost of running the service** was also discussed and considered to be a realistic option to explore.

### **Connect Short-term Service**

4. The main findings and areas of discussion during pre-consultation engagement with staff and stakeholders in relation to the Connect Short-term Service are set out below.

- a) The core purpose of the Connect Short-term Service is to **promote the health and well-being of individuals** using the service, and be a **preventative service**, preventing those being supported from requiring other, higher cost services in the future. For example, the service aims to enable individuals to stay healthy, active and independent and remain in their own homes for as long as possible.
- b) Where other agencies have reduced their services, it was felt that the Connect Short-term Service is often stepping in and **filling the gaps**, particularly for lower and medium level support. The service is often being seen/used as a "service of last resort". Feedback has stated that reductions in service would lead to gaps in support and a significant impact on people who the vulnerable people who currently rely on this type of service.
- c) The service is seen as **responsive** and staff are described as knowledgeable and supportive, providing an excellent service and making a difference to people's lives.
- d) A key strength of the Connect Short-term Service is seen to lie in its co-ordinating role, particularly when an individual is **in crisis**, for example through ill physical or mental health. These individuals are increasingly

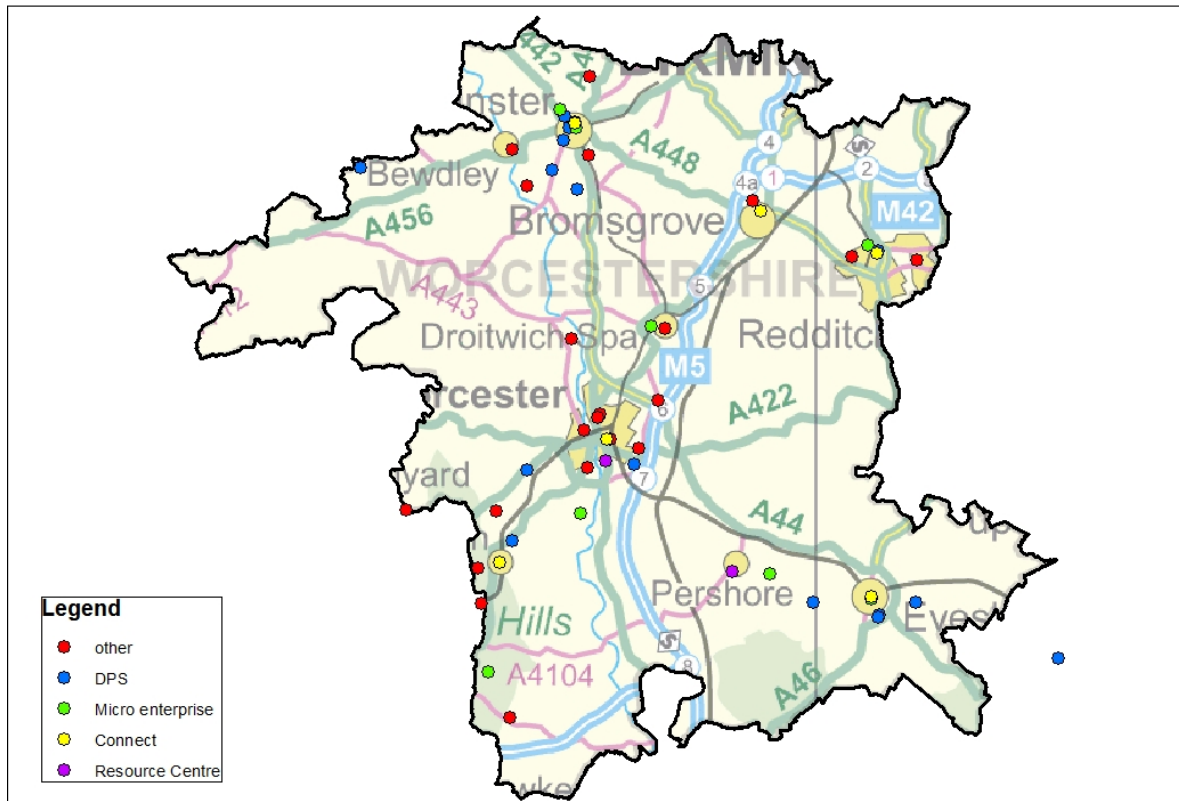
falling through the net and either not being picked up by other services or unable to navigate other services, and Connect is stepping in. Staff working in the services and stakeholder professionals who use the service have argued strongly for the service's **preventative impact**, working with people in crisis to enable and **promote independence** and reducing the need for more intensive adult social care intervention.

- e) In relation to the potential duplication between Connect and other preventative services, Connect is often **providing the co-ordinating role** and signposting people to other services as required, or in other cases is referred to by other services as an enhancement to what the other services can offer.
- f) Staff have proposed a number of options for **increasing the efficiency** of the short-term service, for example by making more effective use of technology, reducing travel costs, working more closely with partners such as Health etc.
- g) **Synergies between the Connect Short-term Service and the Three Conversation Model** were discussed in detail with staff and partners; staff noted that they often fulfil "social work" roles in their activity in the short-term service; the ethos of promoting independence runs through both service areas. Connect is felt to play an important **safeguarding role**, being a Council-provided service and therefore more able to take certain referrals without potential conflicts of interest. Connect workers use an asset-based/ **strengths-based** approach, fitting with the Three Conversation Model ethos. It was felt that the service would benefit from being further integrated into local communities and services.
- h) **Referrals to Connect from the Three Conversation Model** sites are high and have been increasing since the introduction of the Three Conversation Model. There is evidence that the Short-term Service is being accessed instead of a package of care. Workers in the new Three Conversation sites have reported that the availability of Connect services has been an important factor in the success of their work to date.
- i) The Connect Wyre Forest front-desk service is viewed locally as a very responsive service and has a high level of activity from people dropping in to use the service, for example for help and advice in relation to housing, benefits, employment issues etc.

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Learning Disability Day Service Providers by Contract Type



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LD Day Service Providers by Contract Type

Produced by Market Management and Research (May 2018)



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**Connect Short-term Service: Description of Current Activity**

An extract of client data from Framework-I for June, July and October 2017 was provided by Adult Services to the Public Health Team for analysis. The months were selected to try to capture changes arising from the Three Conversations Model implementation by looking at data before and after the rollout to the first two innovation sites (Persore & Upton and Redditch Central). However, due to the fact that only data for three months were analysed, the availability of only one month's data from later in the year and possible seasonal effects (summer months may not be comparable to autumn months), caution should be exercised in making statements about trends and possible changes resulting from the Three Conversations rollout.

The extracted data was analysed to better understand the characteristics of the client group accessing the service, the reasons people accessed the service and service processes. The following is a descriptive analysis of the service for the months of June, July and Oct 2017.

**Number of referrals June, July & October 2017 = 135 in total**

**Gender:**

62% Male	38% Female
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**Age:**

18-24	13%
25-64	53%
65-79	18%
Above 80	16%

**Care Act eligibility:**

Eligible	57%
Not eligible	43%

**District:**

Bromsgrove	13%
Wychavon	27%
Malvern	15%
Redditch	13%
Worcester	22%
Wyre Forest	10%

**Number of clients referred who received a service = 101 (75% of referrals)**

**Reasons for not progressing on to receive a service (34 clients):**

Client declined service	38%
Need met elsewhere	19%
Other reasons	43%

**For clients who received a service during the period (101 clients)**

**Waiting times:**

23% of clients contacted within 14 days
39% of clients contacted within 15-28 days
24% of clients contacted within 29-42 days
10% of clients contacted within 42-84 days
4% of clients contacted after 84 days

**Time spent in service:**

0-14 days	16%
15-28 days	10%
29-56 days	9%
57-74 days	13%
75-88 days	11%
89-102 days	21%
Over 103 days	20%

**Breakdown of clients accessing the services by type of underlying need:**

No medical diagnosis or underlying condition	25%
Learning Disability	32%
Mental Health	16%
Access & Mobility, Personal Care Support or Sensory Impairment	27%

## SERVICE/USER AGREED AIMS

At start of the Connect Service, individuals work with the Service to determine their "expectations"; these are then translated into mutually-agreed 'outcomes'. The Connect Service then offers support to the service-user to achieve these 'outcomes'.

Service-users can set a maximum of up to 10 'outcomes' that they want to achieve.

The number of 'outcomes' set by service-users is outline below:

No of 'outcomes'	No of service-users	Proportion
7 or more	15	15%
6 or more	17	17%
5 or more	17	17%
4 or more	33	33%
3 or more	60	69%
2 or more	77	76%
1 or more	99	98%

98% of service users agreed at least one outcome. About 15% services users agreed more than seven 'outcomes'.

The 'outcomes' service-users were working towards were coded for common themes.

It is understood that the most urgent or important "expectation" expressed by the service-user will be listed as their first 'outcome' and this decreases with the number of 'outcomes'.

The common themes identified in the data are presented in the table below with further descriptive information in the following paragraphs.

Themes	No of service users who had this as one of their agreed 'outcomes'
Access to social/ culture and leisure activities	91
Support for mental wellbeing	81
Housing support	30
Support with physical health problems	36
Budgeting, welfare and debt management	42
Access to education and training	19
Access to employment	8
Help with Transport	15

#### Access to social/leisure and culture activities:

Individuals reported feeling lonely, bored, lacking structure in their day, social isolation, need to regain physical strength, need for social interaction and sense of community as reasons that prompted them to look for cheap, easily accessible and available social, cultural and leisure activities.

In most instances, the Connect service workers have provided information and signposting to available local leisure and social activities. They helped some service-users to enrol on selected courses/activities and also with outdoor mobility.

It is noted in all cases, information on social and leisure activities have been shared with service-users. The outcomes have been varied with individuals preferring to defer start dates, deciding that it was not appropriate for them and dropping out for a few initial visits. In approximately 50% of the cases service-users indicated that they would attend the sessions.

### **Housing:**

Individuals requested help and support to move into an appropriate housing. The need arose as either they or their family were moving into or away from the area, the present property is not suitable for their needs, were finding correspondence and budgeting for house management difficult or needed help with repair and maintenance of the current property. In a small number of cases, the spouses who were the main carer had passed away or moved to a care home which meant that the remaining spouse needed support to vacate property or look for alternative housing provision.

In a majority of the cases the Connect workers supported clients to access the local social housing bidding system, completing paperwork and attending meetings. In a few instances Connect workers visited strategic housing at district council to ask for an assessment for one of their users and liaised with social housing landlords regards fitting in a new kitchen.

Most referrals to Connect have been closed after the relevant information on how to apply for social housing was passed onto service-users. In a few cases, the service-users have been successful in getting and moving into an appropriate property.

### **Mental wellbeing:**

Underlying mental health problems (depression, anxiety, cognitive concerns like dementia), physical health problems such as dialysis, asthma and COPD which in turn make social interaction difficult, bereavement, relationship problems, either due to relationship breakdown, or lack/loss of close family ties were some of the reasons that individuals said were affecting their mental wellbeing.

People requested support to improve their mental wellbeing by developing and maintaining social contacts, redeveloping hobbies and interests, meeting new people, providing accessibility to volunteering opportunities and developing life skills to enhance independence.

Individuals were supported to access volunteering opportunities in their areas of interest and supported to get their reference and DBS checks, access opportunities to increase confidence which included education and training, befriending and bereavement services, information on local networks and access to 'Mood Master' and other courses.

In most cases, the outcomes have been recorded as achieved when referrals have been made. However, it is difficult to assess impact within a 12 week period especially when

some of the services had waiting times which meant that people would only be accessing those services after the Connect 12 week period was over.

### **Budgeting welfare and debt management:**

Individuals found themselves unable to pay their bills, buy food, renew bus pass or to pay rent to retain their tenancy. Some people wanted help filling in their paperwork, attending assessment and dealing with all correspondence for claiming their PIP, ESA, Carers and Attendance Allowance and even for appeals process. It was also noted that family members of some people wanted the Connect service to help with budgeting tips and help and advice to stay within agreed budgets. Presence of an underlying mental health condition was also noted in a number of individuals who wanted budgeting and debt management advice.

The Connect Service helped and supported the individuals to access the appropriate services, reapply and fill in forms, support and advice with reducing monthly outgoing such as stopping TV payments and claiming for council hardship fund .

In most referrals, the outcomes are set to be achieved when the help required by the service user has been rendered. Data on the success or otherwise of these claims and the consequent impact on the quality of life of individual has not been collected.

### **Access to employment:**

Individuals' need to increase income and manage their finances better were reasons that made them want to access employment opportunities. In a few cases, life events such as recent bereavement and release from criminal justice system meant that the individual was prompted to think and plan for their long-term employment and choose relevant training and education opportunities.

People were referred to voluntary sector agencies, job coaches and the Library Service for help with various aspects of getting employment such as writing a CV and looking for suitable opportunities.

In a few cases individuals attended chosen courses and felt confident to do it on their own going forward. In others, changes in life situations such as a further deterioration in health condition meant that this outcome could not be pursued. In a few other cases, people either disengaged with the service or the review has not been completed to make it possible to see if the outcome was successful.

### **Access to education and training:**

Learning new skills, developing interests, meeting new people, providing a structure and purpose to their day were few of the reasons individuals felt they needed to access education and training opportunities.

The Connect Service offered information on relevant courses that they can attend in their local area including attending college, liaised with agencies to remove barriers to attend courses e.g. cost and travel arrangement and also offered help and support with processes and procedures to access education and training required for employment.

## Transport

Individuals were not able to decipher bus and train timetables, needed bus passes and safety processes in place such as a safe place scheme card and travel wallet or not being aware of community transport options. A few individuals had higher transport needs to their mobility issues.

Not being able to access educational and social opportunities, social isolation leading to low mood, not being able to get to medical appointments, increased financial outlay and loss of confidence were some of the ways that lack of transport affected people.

Connect provided information and support on dial-a-ride and community transport and help to plan and use public transport.

In all instances people agreed that their travel need was addressed by the service.

## Support for physical health:

Individuals had a range of mental and physical health problems which increased their need for physical support and help with care. There were a few people who had sensory and visual needs.

People were offered help to organise medication, information to access additional support from appropriate agencies, improve mobility within and outside of the home, managing the home environment, personal safety inside the home especially with regards to kitchen equipment, personal hygiene and personal safety.

## CLIENT FEEDBACK

Of the 101 people who received the service 56% (57) provided feedback.

Most people felt that the service was "helpful", "supportive" and were "happy" with what they received.

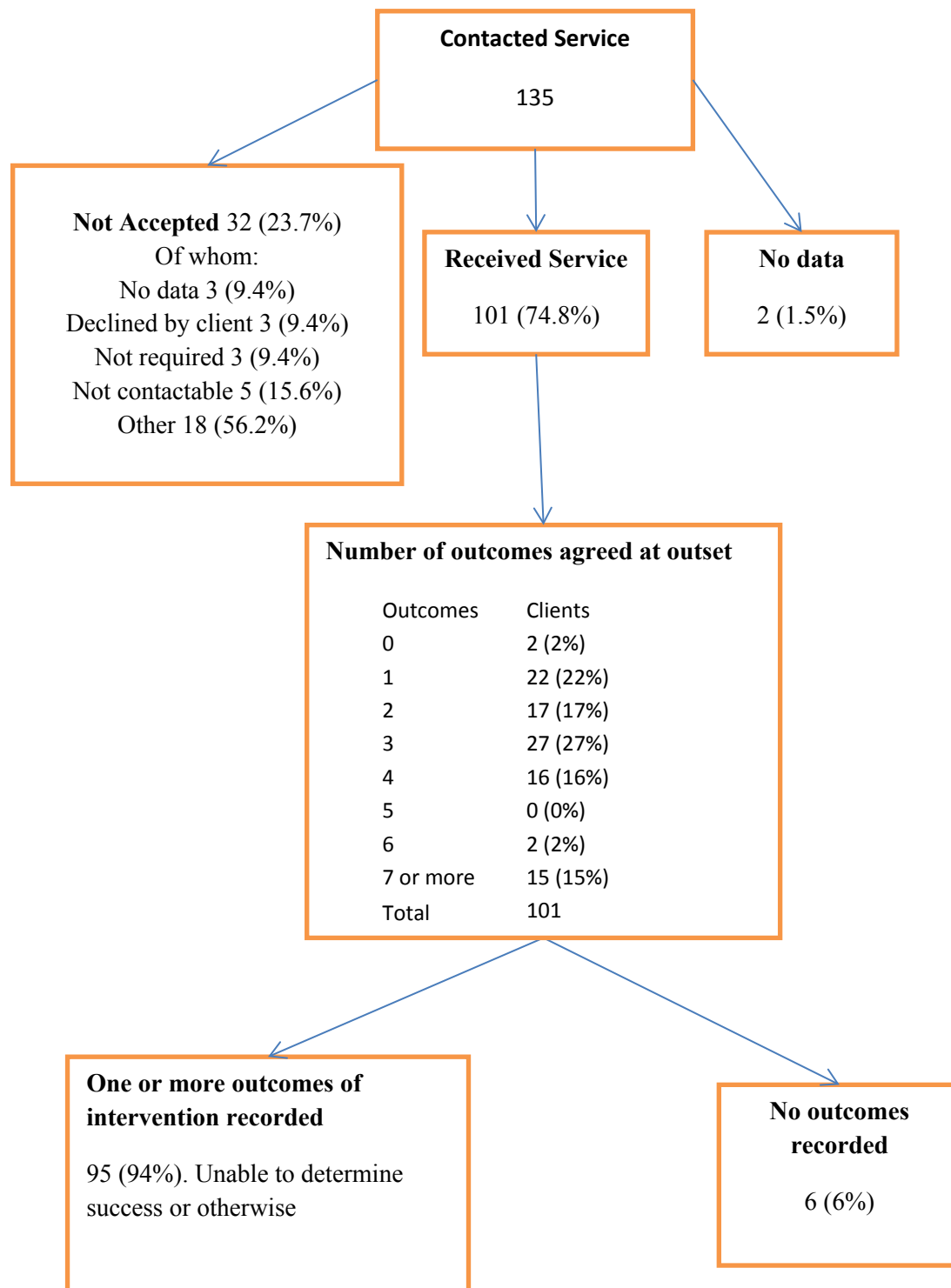
A number of individuals also referred to the "provision of local information", that is "up-to-date" as a strength of the service.

People also refer to consistency in service being delivered by the same person, "frequent visits" and "knowing/having someone" as things they appreciate in the service.



It was noted that a small number of past service-users self-referred themselves to the Connect Service as they had a good experience of the service and felt that the service addressed their needs previously.

**FLOW CHART OF 3 MONTHS (NON-CONSECUTIVE) DATA**



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## Day Services Engagement Report January/February 2018

### Introduction

Worcestershire County Council want to find out what people think about the day services they provide for people with learning disabilities.



They asked Speakeasy NOW to visit their day services and talk with the people that use them.

Speakeasy staff and members visited people during January and February.



They asked people what they thought about the services they attended.

They asked them if they had any ideas about what could make day services better in the future.



Worcestershire County Council also wanted to know what young people with learning disabilities wanted when they left school.



Speakeasy NOW were asked to visit schools and find out what young people thought.

## Where we visited and who we met



We visited 6 Connect services and saw 59 people.

In Wyre Forest we met with 7 people.

In Redditch we met with 11 people.

In Bromsgrove/Droitwich we met with 15 people.

In Worcester we met with 8 people.

In Malvern we met with 8 people.

In Evesham we met with 10 people.



We visited 4 Resource Centres and saw 61 people.

In Wyre Forest we met with 25 people.

In Bromsgrove we met with 24 people.

In Worcester we met with 8 people.

In Pershore we met with 4 people.





We visited 3 groups of young people in school and saw 32 people.

At Vale of Evesham 6<sup>th</sup> form we met with 13 young people.



At Vale of Evesham year 9 we met with 8 young people.

At Regency High School we met with 11 young people.



We visited the Leisure Link services in Wyre Forest and met with over 70 people.

At the Monday Night Group we met with over 60 people.



From the Flyers Sports group we met with 4 people.



From the Music group we met with 6 people.



## How we found out what people thought

Worcestershire County Council had told us the questions they wanted us to ask people.



We put these in Easy Read with simple words and pictures.

Everyone was given a copy to look and and read.



We explained to everyone what we wanted to find out from them.

We used picture cards to show people activities they might like or dislike.



We used traffic light cards to help people join in the conversations.

We asked the staff what was the best way to communicate with people.



The staff helped us to understand what some people were telling us.



We listened closely to what people were saying and looked at things they showed us.



We watched carefully to see how people responded. We noted if they were happy or sad and if they were interested in what they was going on.



We asked questions in lots of different ways to help people understand.



We made lots of notes about what people told us.



We used a flip chart to show people what we were writing.



We read our notes to people before we left to check we had got things right.



## What we found out

### Connect Services

There were no complaints about Connect Services.



Everybody enjoyed using the service.

Some people had been going for a long time.

Some of the staff had known people for a long time too.



The staff had good relationships with people using the service.

People were very comfortable and felt safe.

People felt in control and could make decisions about what they did each day.



People could do different things. They did not have to do the same as everyone else.





There was lots of variety in the things they chose to do.

People got opportunities to try new things and go to new places they had not been before.



People learned a lot about their local communities and the people in them.

Some people had more opportunities to be independent than when they were at home.



Nobody wanted to find paid work.

Some people had volunteer roles or had had them in the past.



Transport was sometimes a problem and could affect what they wanted to do.



People didn't like going out in bad weather. They wanted to be somewhere warm and comfortable to spend their day.



Some people worried about the cost of some activities or outings but they didn't have to go if they thought it was too expensive.



People did not know about other services in their area. They would like to find out about them. They thought it would be good to have taster sessions to see if they liked it.



Quote: 'I like helping other people here it makes me feel good.' (Tim).

## Resource Centres

A lot of the people using these services had known each other for a long time. They had used the same day services for many years.



Most of the staff had worked there a long time and knew people well.

Relationships between staff and people attending were good.

People felt comfortable and safe. They were very familiar with the other people attending and with their surroundings.



People enjoyed meeting their friends.

People enjoyed the attention they received from staff.



Some people in wheelchairs had more freedom to move round in the Resource Centres than they were able to have at home.



People liked getting out of their wheelchairs and having physiotherapy sessions with the staff.

People were able to make choices and do things they were interested in.



People felt more in control over their day and more empowered.

Some people were given more opportunities for independence than they were at home.



People felt they were special and important. Their self esteem was good.

People had a sense of belonging. Some had special roles to play or jobs to do in the Centres. They liked being responsible for something.



There were lots of activities available.

People got out a lot and did not always stay in the building.



Quote: ' I like it when we watch films and have popcorn. I like films with lots of cars.' (Mark).

## **Leisure Link Groups**

### **Monday Night Group**

Very well attended and extremely popular.

Music and dancing very important to people.



People love the raffle and look forward to it.



For some people it is the only opportunity they have to see their friends.

For some it is the only time they go out during the evenings.



Many would like to go every week instead of just once a fortnight.

Some would like more music acts and karaoke.



Some would like to have a magician or dancers to watch.



Some people don't like where it is. They feel unsafe in Winter when it is dark. They would like it closer to the town centre.



Quote: ' I'm the best dancer here just watch me.'  
(Val).

## Flyers Sports Club.

Small group regularly attending.



All enjoy the activities offered.

They don't have to take part if they don't want to.



1 person would like it to be held in a proper Sports Centre.



2 people would like to try different sports.



Some find the venue cold in Winter and choose not to go.

There is not always enough time to play all the games people want to play.



Quote: ' If I didn't go I'd just stay in at home' (Bill)



## Music Group

Small regular group attending.



All enjoy the opportunities to make music.

Only 1 person plays an instrument outside of the group.



Quote: 'I love playing my guitar. I'm very good at it.' (Reg)

## Meetings with Young People



All young people had a very busy social life outside school. They took part in lots of different activities like sports, art, music, youth groups, church etc.



College

Quite a lot of the young people want to go to college, either locally or residential.



Most young people want to get a paid job.



All young people have high aspirations for what they want to achieve after leaving school.



Maintaining friendship groups is very important to them.



None of the young people knew about day services or felt it is where they would choose to go when they left school.



All young people want to continue doing the activities they enjoy now when they leave school.



Quote: ' I want to do something when I leave school. I don't want to sit at home doing nothing'.  
(Ryan aged 17).



**CABINET**  
**14 JUNE 2018****FUTURE PROVISION OF REPLACEMENT CARE  
(OVERNIGHT RESPITE) SERVICES FOR ADULTS WITH A  
LEARNING DISABILITY****Relevant Cabinet Member**

Mr A I Hardman

**Relevant Officer**

Director of Adult Services

**Local Members**

Mr B Clayton, Mrs R L Dent, Mr P B Harrison, Mr R C Lunn, Mr C Rogers, Mrs E B Tucker, Mr P A Tuthill

**Recommendation**

**1. The Cabinet Member with Responsibility for Adult Social Care recommends that Cabinet:**

- (a) notes the aim of improving outcomes and efficiency of replacement care (overnight respite) provision for adults with a Learning Disability, together with the results and feedback to date from pre-consultation engagement with individuals using services, carers, staff and other stakeholders, which has identified the importance of replacement care for people using services and their carers and generated many ideas about how services could be organised differently in the future;**
- (b) endorses the approach to achieving that aim, with the intention that the Director of Adult Services and her commissioners work with the providers of the commissioned replacement care services to remodel the way services are provided in order to meet eligible care needs now and in the future, ensuring maximum value for money, by exploring the options set out in paragraph 25 below and then implementing improvements as appropriate; and**
- (c) notes that to the extent that any future proposals for service change require formal consultation, proposals will be brought back to Cabinet to seek permission to consult at a future date as required.**

**Background**

2. Replacement care, also known as "respite" from caring or "short breaks", is the support provided to an individual due to a carer having a break from their usual caring role. It is the support offered to people needing help in fulfilling their caring commitments to reduce unnecessary pressure or stress, and usually involves

overnight care for one or more nights. These can be planned breaks or short notice in emergency situations. Under the Care Act, local authorities must have regard to the wellbeing principle, as it may be the case that the carer needs a break from caring responsibilities to look after their own physical/ mental health and emotional wellbeing, social and economic wellbeing and to spend time with other members of the family and personal relationships.

3. Worcestershire's Adult Learning Disability Strategy 2016-2018 "Better outcomes for people with a Learning Disability and their families" sets out the commitment to improve outcomes for people with a Learning Disability, enabling people to have choice and control over their care, support and health needs, and working together as partners to improve lives and make sure services are accessible. Specifically in relation to replacement care services, "Big Aim 6: The Right Support for Carers" commits to improve how replacement care works in the county, aiming for an equitable and integrated replacement care service across Worcestershire.

4. Planned replacement care is identified in an individual's needs assessment and support plan for people who are eligible for Council-funded services under the Care Act. The support plan sets out the number of nights of replacement care required for that individual per year. To meet these needs, the majority of replacement care provision is commissioned by the Council on a block purchase basis (from both internal and external providers), and therefore at a fixed cost. This means that if the nights included in the contract are not all actually used, the cost is still incurred.

5. The Council currently commissions fixed cost replacement care for people with a Learning Disability in the following settings:

- In-house provision at Worth Crescent in Stourport and Pershore Short Breaks unit, provided by the Council's Adult Social Care Provider Services
- Osborne Court in Malvern and Church View in Bromsgrove via a contract with Worcestershire Health and Care NHS Trust ("WHCT")
- Lock Close in Redditch via a contract with the external provider HF Trust Ltd.

Currently, around 178 individuals receive a regular replacement care service funded by the Council within these services. A number of Continuing Health Care (NHS) funded clients also access the services, in particular the services provided by WHCT.

6. Cabinet received a report on 8 February 2018 "Future Provision of Replacement Care Services for Adults with a Learning Disability". Cabinet approved the recommendation to carry out pre-consultation engagement with individuals using replacement care services, family carers, professionals and wider stakeholders, on how learning disability replacement care services should be delivered in the future.

7. Pre-consultation engagement commenced on 27 March 2018 and continued to end of April 2018. The summarised results of the engagement are detailed in paragraphs 18-22 below. In total, 10 meetings have been held attended by approximately 82 carers and 44 staff. Speakeasy NOW have worked with the Council to engage with people using services, and have spoken to 18 adults with learning disabilities. Where people using services have not been able to contribute directly to engagement conversations due to the severity of their learning disability, staff and carers have been asked to advocate as appropriate. Individual conversations have also been held with carers, staff and service users where

required. Wider stakeholders have been engaged at representative groups and through 1-1 meetings.

## **Context for Change – Outcomes, Budgets and Sustainability**

8. The review and analysis of replacement care provision and usage to date has taken account of:

- a) current capacity (based on the number of beds and nights available)
- b) current allocation of provision to individuals who have an identified need for a replacement care service
- c) the matching of specialised replacement care provisions to individuals with specific identified needs e.g. requirement for nursing or health-based replacement care
- d) the suitability of accommodation and facilities available
- e) the cost per night at each provision
- f) the potential to deliver additional and/or more cost effective capacity, for example at existing units or through the purchase of provision from external providers or Shared Lives carers
- g) geographical spread of provision and people using the services.

9. The total 2018/19 budget for all Learning Disability Replacement Care provision is £2.1 million. The budget includes all of the block-contracted provision and Council-provided services as well as a small amount of provision in external care homes and specialist units via individual spot purchases (for example, where individuals choose to access provision in other settings). Some replacement care is also provided by Shared Lives carers through the Shared Lives scheme. The total 2018/19 budget for support for adults with Learning Disabilities is £52 million.

10. Initial work reported in the 8 February 2018 Cabinet Report identified that there were around 1,800 nights purchased but not used per annum across the county (equivalent to 5 beds). Similar under-usage of the provision available has continued in the period since the previous report.

11. However, further detailed analysis and the results of the pre-consultation engagement have revealed more complex reasons for the under-usage than just a reduction in need. For example, during 2017/18, over 3,000 nights of replacement care were purchased from external providers outside of the block contracts referenced in paragraph 5 above, at a total cost of over £0.5 million. Much of this purchasing was for emergency placements and/or for people with very complex needs and challenging behaviours, and in many cases these placements had to be made outside of the block contracts due to the lack of the right type of capacity.

12. In the longer-term, while there are some strategies which are likely to see a reduction in the need for replacement care over time, there are also other factors e.g. demographic pressures and increased complexity of need which are likely to see the need for replacement care increase.

13. The feedback from carers in particular during the pre-consultation engagement has reiterated how important replacement care/overnight short breaks services are to enable them to continue their caring role. Carers UK have estimated that unpaid carers save £132bn nationally each year (Carers UK Valuing Carers 2015). In

Worcestershire, on average it costs over £500 more per week to support someone with learning disabilities in an external Supported Living or Residential placement than the weekly cost to support someone living at home with a family carer.

14. Demographic changes mean that there are more people growing older with a Learning Disability and their family carers are also getting older. In the longer term, this type of demographic change is likely to reduce the overall need for replacement care. For example, if an adult with learning disabilities moves into their own Supported Living accommodation there is no ongoing need for replacement care. However, in the medium term these changes are likely to lead to an increase in need for replacement care in order to sustain family carer support as long as possible.

15. There is also evidence for increases in the number of young people with very complex needs coming into adulthood, for example people with behaviours that challenge services and people with complex health needs. Replacement care is a valuable service for family carers of people with complex needs and often there is a need for a higher number of nights in order to support family carers in their role. Sufficient suitable replacement care provision is needed to be able to meet this level of need.

16. There is also an identified need for sufficient capacity to meet emergency replacement care requirements, for example when there is a crisis situation in a family. If more emergency requirements can be met within existing services, there will be a reduced cost to purchase external placements.

17. The overall picture of need for this type of service is therefore very complex and provision needs to be matched to meet needs and demands now and in the medium to long-term, while at the same time securing the best value for money within the available budget for the services.

## **Summary of Pre-consultation Engagement Findings**

18. Pre-consultation engagement focussed on the following messages about why we need to look at the services:

- We need to get the best value for money from the Council's budget
- Overall, the current evidence shows that there are more beds purchased than are used; although there is also growing evidence of unmet need in some areas
- We need to make sure people are receiving the most appropriate service for their needs
- We need to plan for changing needs and expectations for replacement care over time.

19. We asked carers and staff the following questions to stimulate our discussions

- Why is replacement care important for you?
- What do the current services do well?
- Are there things that could be done better or differently?
- Do you have any ideas for how replacement care services across Worcestershire could be organised more efficiently/effectively?
- Are there other ways that replacement care could be provided?

- How do we increase occupancy/maximise usage/ensure we use the skills and facilities in each unit to their full?
- Do you think people get enough choice about how their replacement care is offered?
- Does the service you use work for you geographically?

### **Feedback from Carers**

20. The main findings and areas of discussion during pre-consultation engagement with family carers in relation to replacement care services are summarised below:

- a) Replacement care is a vital service for carers; without it their caring role would be at serious risk and they would not be able to carry on providing care;
- b) The adverse financial impact on the Council of carers not being able to care would be significant. If replacement care services were not available, higher costs would be incurred for example if people currently cared for at home had to move into residential care;
- c) The services currently provided give carers peace of mind that their family members are being well looked after. Carers trust the staff and the services. Services are very responsive and adaptable and try to accommodate changes in need wherever they can. The continuity of staff in the services is very important. Staff are very approachable and like a family;
- d) The services have been very supportive of carers, providing both practical and emotional support for example at times of illness or bereavement. In some cases, services have helped carers manage the challenging behaviours of the people they care for more effectively. There are also examples of how replacement care services have supported carers to enter and/or maintain their own paid employment. For health-based services, carers value the support with complex health needs that the services provide;
- e) The services are equally important for people with learning disabilities using them; it is a break for them too. Friendship groups are very important. Any changes for people with learning disabilities can cause huge anxiety and have a massive impact; they often rely on routine and continuity. Services have helped people to develop independent living skills and prepared them for the transition away from family carers in the future;
- f) We need to take into account, when planning services now and for the future, the fact that people with learning disabilities are living longer and have more complex needs. As carers get older, the availability of replacement care services becomes even more important;
- g) There needs to be a range of quality services which are flexible to meet the range of needs. The mix and compatibility of people using the services at any one time needs to be right, for example some types of needs are not compatible with each other. Differences in the ages of people attending also needs to be considered;

- h) Could there be more flexibility in relation to the number of nights allocated in an individual's support plan? For example, if there was a range/leeway that would save social work time and enable services to meet needs more flexibly;
- i) Staff in the services need to be supported with appropriate support and training to carry out their role effectively;
- j) It is very important that people making decisions about services understand the needs of people with learning disabilities and their carers;
- k) Services could be more effectively co-ordinated by working more closely together;
- l) Services should be better promoted to people with learning disabilities and their carers, for example to young people who are looking at options for post-college;
- m) There are some carers who would like to have availability of replacement care services more centrally in the county, for example in Worcester. However, in many other cases the current geographical locations of services works well and carers would not want any change;
- n) The buildings can be restrictive for some of the services e.g. lack of enough ground floor rooms. This can limit people's choice about where to get their service. Smaller services can also suffer from lack of flexibility and economies of scale; it is however important that a homely feel is maintained. Larger services can also work less well for certain types of need e.g. for people on the autistic spectrum. Appropriate range and choice of provision is vital.

### **Feedback from Staff**

21. The main findings and areas of discussion during pre-consultation engagement with staff in relation to replacement care services are summarised below:

- a) Referrals could be managed more effectively, ensuring that people's level of need is accurately reported to the service in order to ensure that needs can be accommodated effectively. There also needs to be closer working between social work teams and service providers to ensure that expectations of families for numbers and allocations of nights are managed effectively. It was suggested across all services that a centralised process (e.g. short breaks panel or planning meeting) would be very beneficial to enable more appropriate placements and more joined-up management of services;
- b) Managing this type of service is very complex; for example there can be last-minute cancellations due to people's health and that can result in beds not being occupied; there is a balance between maximising choice (for example choice of day) and making sure the service is fully effective. Particularly in smaller services, it is difficult to accommodate annual holiday stays of one or two weeks with the planned regular replacement care stays; however, staff are very responsive and flexible to meet changing needs and emergency situations, and to manage compatibility effectively;

- c) Weekends are the busiest time and services are most often full at weekends. This can impact on the ability of services to take emergency referrals which can require a continuous service for a number of weeks. It is very disruptive for families to cancel regular replacement care to accommodate an emergency; emergency placements often last longer than originally expected. If emergencies for people who have used a service in the past could be accommodated, this would be highly beneficial as individuals and their families would already know the service;
- d) There are a number of issues with transport (both transport to and from home and particularly transport to and from day services); for example, notice periods for transport requirements can be inflexible;
- e) The relationship between overnight replacement care and day service provision needs to be looked at; there is currently a lack of consistency across provisions and across the week about how day services are provided and there are some inefficiencies with transporting people to and from separate day services. Having to travel in the morning to day services can be disruptive for some people using the services;
- f) The way that occupancy is measured needs to be looked at; for example, teatime and evening visits could be taken into account. Performance monitoring needs to be consistent across all five services and more responsive to the complex needs being managed by the services;
- g) The size of services needs to be looked at as some services are too small to maximise flexibility and economies of scale; also the needs and expectations of young people coming through transitions and their families, particularly where they have received a short breaks service as a child. Increasing capacity for replacement care in Shared Lives should be explored;
- h) There were many ideas put forward by staff for managing services more efficiently from a financial point of view, for example generating income from additional activities, increasing available beds;
- i) Staff do not always feel fully equipped to take people with challenging behaviour (NB Council provided services) and some of the services are not adapted physically to be able to accept people with this level of need;
- j) The role of replacement care in increasing people's independence is very important. It can be a stepping stone into supported living in some cases. Services work to help people with their independent living skills. Outcomes for people in replacement care should not all be about going out in the community; sometimes spending time relaxing or socialising with friends at the centre are equally important for this type of service;
- k) Some services (Council provided services) are not fully staffed and have a number of staff vacancies and this has contributed to the lower occupancy rates in these services;
- l) It is very difficult to manage the range of needs effectively in one service;

- m) Some of the existing buildings are a constraint on managing the services on a daily basis and on future service development;
- n) People accessing replacement care are growing older and there is an increasing prevalence of dementia for people with learning disabilities; this leads to increased needs.

### **Feedback from People using Services**

22. Speakeasy NOW visited three replacement care services during April 2018 and asked people what they thought about the services they attended. Speakeasy NOW's findings are summarised below and their detailed report is attached as an Appendix. The summarised feedback was as follows:

- a) Many people have been attending the same services for a long time;
- b) Many people know each other very well and have long-established friends in the services whom they enjoy seeing when they attend;
- c) People know the staff well and staff in the services have helped people with dealing with change and difficult periods in their lives e.g. bereavements;
- d) Routines are very important to people;
- e) People like the opportunity to do a variety of activities, either in the centres or out in the community;
- f) People have different preferences e.g. for socialising or for being on their own, and it is important to them that they can choose what to do;
- g) Not everyone who uses a replacement care service understands why they are there and this can cause anxiety; however, it is important that they feel safe and secure and it helps if they know the staff well and know what to expect;
- h) The relationships people have with replacement care staff are important.

### **Recommendations and Next Steps**

23. The pre-consultation engagement work to date has provided some clear messages and feedback about the importance of replacement care for people using services and their carers, specific feedback about each individual replacement care service and many ideas about how services could be organised differently in the future. The pre-consultation engagement has proved invaluable in enabling commissioners to understand need at the moment, but also potential need over the next three to five years.

24. The work has demonstrated that, while savings and efficiencies can be made in relation to these services to ensure best value for money, the scale of potential savings, taking into account the rich information provided through the engagement process, is smaller than originally thought. To achieve the potential savings outlined in paragraphs 34-36 below will also take longer than originally thought. Based on the work to date and the need to explore each of the options in more detail, specific options and recommendations for formal consultation are therefore not being brought to Cabinet at this stage.

25. Therefore, in order to continue to deliver the Learning Disability Strategy commitment for "an equitable and integrated replacement care commissioned service across Worcestershire", to ensure best value for money and to futureproof



the service for a longer period of time, commissioners will use the results of pre-consultation engagement with individuals using services, family carers, professionals and wider stakeholders to explore and investigate the following options/areas:

- a) Introduction of a regular strategic planning meeting for replacement care/short breaks. This meeting would bring together the service providers with commissioners and social workers in order to manage more strategically new placements and plan to meet current and future needs;
- b) Produce revised Worcestershire guidance for social workers in relation to meeting replacement care needs under the Care Act, to facilitate a more consistent process;
- c) Strategic review of current provision based on current and future identified needs in order to maximise usage and potentially reduce or increase capacity where appropriate, including reviewing and revisiting individual service specifications as appropriate, and reviewing buildings and physical locations. Development of individual business cases for options as appropriate;
- d) Efficiency review of how replacement care services align with day services and transport;
- e) Review of how performance of providers is monitored via service specifications;
- f) Review of how the Worcestershire service-offer is marketed and publicised;
- g) Continued partnership working with Health (Worcestershire Health & Care NHS Trust and Worcestershire Clinical Commissioning Groups) to ensure best use of health-led services.

26. Cabinet is asked to endorse the intention for commissioners to work with the providers of the commissioned replacement care services to remodel the way services are provided in order to meet needs now and in the future and ensure maximum value for money, by exploring these options and implementing improvements where appropriate. To the extent that any future proposals for service change require formal consultation, these proposals will be brought back to Cabinet at a future date as required.

## **Legal and HR Implications**

27. The Council has a duty to promote the well-being of individuals in its area under the Care Act 2014 and to provide a range of social care services for meeting assessed eligible care and support needs of adults, including care and support needs resulting from disabilities and a duty to support carers.

28. The Council values the feedback and input of its residents and users of services to inform service development. In order to inform its proposals, as well as meeting required legal duties, the Council will return to Cabinet with options and seek permission to consult on them where consultation is needed. It would then carry out consultation as required with individuals using services and family carers, and give proper consideration to the outcomes of consultation before any substantive decision to implement any such proposal is made.

29. Appropriate statutory consultations with staff would also be carried out as appropriate based on the nature of future proposals and the impact on specific staff groups. Any changes to staffing arising out of future proposals would be subject to the Council's Human Resources Policies and Procedures.

## **Equality and Diversity Implications**

30. The Council must, during planning, decision-making and implementation, exercise a proportionate level of due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

31. A full equality impact analysis will be carried out for each element of the service where any changes are proposed where an equality impact screening indicates it is required, and these analyses will form part of future Cabinet reports to inform future decision-making.

## **Privacy and Public Health Impact Assessments**

32. These proposals have no direct impact on information risk or privacy impact at this stage.

33. A Public Health Impact Assessment will be carried out for each element of the service where any substantial changes are proposed, and these analyses will form part of future Cabinet reports to inform future decision-making.

## **Financial Implications**

34. The Medium Term Financial Plan approved by Full Council on 15 February 2018 anticipated a need for around £65 million of expenditure reductions or increases in income over the 3 year period 2018/19 to 2020/21. There is a risk to the Council's overall sustainability and delivering Social Care to those that need it most if expenditure reductions or increases in income are not delivered as required. However, it should also be recognised, as outlined in this report, that expenditure on replacement care services can be linked to future cost avoidance, by reducing the risk of the breakdown of care provided by families.

35. The total 2018/19 budget for all Learning Disability Replacement Care provision is £2.1 million. This is net (i.e. inclusive) of £0.2 million savings already achieved in 2017/18 and a further savings target of £0.2 million set in the budget agreed by Council on 15 February 2018. There is an additional savings target of £0.1 million for 2019/20 in the agreed Medium Term Financial Plan.

36. The results of the pre-consultation engagement and analysis have shown that the planned savings are unlikely to be achieved in full and may also be delayed against the current timescale. However, the next stage of work proposed will look to maximise the efficiency and value for money of the current services, quantify the savings amounts which can be delivered and identify other savings areas which can mitigate the impact of under-delivery.

## Supporting Information

- Appendix – Speakeasy NOW Replacement Care/Respite Service User Engagement Report April 2018

## Contact Points

### County Council Contact Points

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## Background Papers

In the opinion of the proper officer (in this case the Director of Adult Services) the following are the background papers relating to the subject matter of this report:

Worcestershire's Adult Learning Disability Strategy 2016-2018 2<sup>nd</sup> Edition updated September 2018 – "Better outcomes for people with a Learning Disability and their families"

Agenda and background papers for the meeting of the Cabinet held on 8 February 2018

Agenda and background papers for the meeting of Council held on 15 February 2018

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## Replacement Care/Respite Service User Engagement Report April 2018.

### Introduction



Worcestershire County Council want to find out what people think about the replacement care services they provide for people with learning disabilities.

Replacement Care is also known as Respite Care.

They asked Speakeasy NOW to visit 3 replacement care services. They are all provided by or paid for by Worcestershire County Council.



The Council wanted us to talk with the people that use these services and find out what they think about them.

Speakeasy staff and members visited people in April.



They asked people what they liked about the services they attended.

They asked them if there was anything that they did not like or would change.

## **Where we visited and who we met**

We visited Worth Crescent in Stourport and met with 10 people.



Pershore Short Breaks Unit and met with 4 people.

Lock Close in Redditch and met with 4 people.

## **How we found out what people thought**



Worcestershire County Council had suggested the questions we should ask people.

We put these in Easy Read with simple words and pictures.



Some people were given a copy to look at and read.

Not everyone wanted to see the questions even though they were in Easy Read.



We explained to everyone what we wanted to find out from them.

We used picture cards to show people activities they might like or dislike.



We used traffic light cards to help people join in the conversations.

We asked the staff what was the best way to communicate with people.



Some people had a communication book that we used.

The staff helped us to understand what some people were telling us.



We listened closely to what people were saying and looked at things they showed us.



We watched carefully to see how people responded. We noted if they were happy or sad and if they were interested in what was going on.



We asked questions in lots of different ways to help people understand.



We made lots of notes about what people told us.



We read our notes to people before we left to check we had got things right.





## What we found out

### Worth Crescent

We met with 10 people at Worth Crescent.



6 of them were able to tell us what they liked about the service.

Most of them had been going to Worth Crescent for a long time.



Many of them knew each other very well and were old friends.

2 people told us that they went to Worth Crescent to give their Mum or Dad a break.



1 person said that going to Worth Crescent had helped her when her Mum died 2 years ago.



She said she had been able to talk with people about her Mum and this had helped because her Dad was sometimes too upset to talk about her.



The staff at Worth Crescent had helped her put a plant in their garden in memory of her Mum. She liked to look at this when she was staying there.



**Happy**

Everybody at Worth Crescent seemed happy and relaxed.



Some liked to move around the building on their own and go to their rooms from time to time.

Others wanted to stay near to staff and enjoyed attention from them.



They liked to know which staff were working each day. There were pictures of the staff on duty for everyone to see.

A lot of them told us when they were going home and how many more nights they would stay.

They liked to know what was happening and when.

Most of them like to go out as often as they can.



They like to go out to the local pub for a drink.

They like going out different places for a meal.

They like to go for a drive with the staff.



They like to go for walks in nice places such as beside the riverside or in the country.

They like to go for picnics.

They like to go shopping.



They like to go bowling.

They like to visit local towns and parks.

They enjoy helping to prepare meals.



They like the opportunity to make cakes and biscuits.



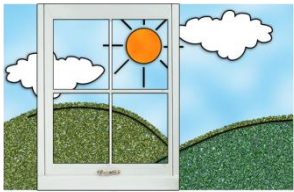
They like doing puzzles and games.

They like to watch TV and listen to music.



Some like to meet their friends and do things together.

Some people liked to be on their own and do their own thing.



Some people preferred to stay inside and didn't always want to go out.

Some like to sit in the garden when the weather is nice.



They like the staff to suggest things they can do. Not everyone can decide what to do or know what they could do.

They do not all have to do the same things.



We watched the people who could not tell us what they liked.

We saw that they liked the staff to speak with them and pay them attention.

We saw that they would move to be by themselves if they felt uncomfortable.



**Happy**

We saw that they were calm and relaxed and nobody seemed to be unhappy.



### **Pershore Short Breaks Unit**

We saw 4 people here.

Some people had been coming for a long time.

The staff knew people well and knew how to support and communicate with them.

Worth Crescent sometimes has to use agency staff but use the same people when they can so they also get to know the service users well.





Some like to help choose their meals and menu plan



1 man likes to see his friends and misses them if he hasn't seen them for a long time. He finds it hard to keep in touch with them and only sees them when he is in respite.

This man also likes to meet new people and to help them settle in when they arrive.

Most people showed that they were happy there. They gave thumbs up signs and smiled a lot.



People were chatting or communicating with each other in the ways they used. They were making each other laugh.

The atmosphere was happy and relaxed.



Some people like it because it is quiet or they can go their room and be quiet if that's what they want.

2 people were relaxing on their beds and listening to music.



They all have TV's in their bedrooms so they can watch whatever they choose.

Most people like to watch the soaps during the week.



1 person was looking at magazines.



1 person said she didn't like going to the Unit but she missed her Mum and that made her sad.



The staff help her to telephone her Mum so she can speak with her and stay in touch.

We saw that she enjoyed the attention from staff and that they helped her to get out of her wheelchair onto the floor. This made her very happy.





The staff don't have access to transport so they have to walk into Pershore or wherever they want to go.

If there aren't enough staff on duty this will stop people from going out which some don't like.



There are plenty of things to do in the unit and people can choose.

They like art and craft, cooking, listening to music, watching DVD's and using the jacuzzi.



When they go out they like to go for walks, eat out in pubs and cafes or go shopping.

### Lock Close

We met with 4 people at Lock Close.



They could all understand and answer the questions we asked.

They decided they wanted to meet with us as a group and answer the questions together.





All 4 people took part and gave their views.

2 members of staff were also present.

They told us they are all friends and enjoy each others company.



They enjoy being able to meet up with other friends from time to time.

They like the building and think it is a very nice place.



They like choosing what they want to do.

They often travel around on the bus which they like.



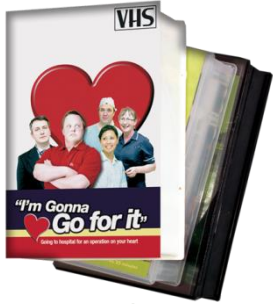
They go to town to look round the shops, eat out and have a coffee.



They like doing things like going to the pub, the cinema and bowling.



On Friday nights they go to a disco nearby called Father Bob's.



On Sunday evening they sometimes have a pyjama party and have their tea watching films on TV.



They like listening to music in the sensory room.



Some like to help with household chores like loading and emptying the dishwasher, using the washing machine and helping to cook Sunday lunch.

They like choosing the bedroom they will sleep in.



1 person told us that their Mum does not let them have friends to their house so Lock Close staff take them to Bromsgrove to meet up with their best friend.



Some people said they do not cope well with changes and if there are staff changes at Lock Close they get upset.



They are helped to manage their stay by being told before they come which room they will stay in and the staff who will be on duty.



Nobody could think of anything they would change or like to be different about their stays.

### **The important things we learned.**



Not everyone who uses a replacement care service understands why they are there.

This can make it hard for them to be happy. They miss their families or carers.



It might make them anxious about when and if they are going home. They need a lot of reassurance about this.



It is important that they feel safe and secure.



It helps if they know the staff well and know what to expect.

It is good if the staff know and understand the people using the service.



They can help people who are having a bad time or feeling sad or unhappy.

The relationships people have with replacement care staff are important.



People are different and not everyone wants the same things.



People may like to use replacement care as they get a chance to meet with friends and do different things.



Other people may want to be on their own and do their own thing.

Not everyone wants to be in a group.



Being able to make choices is good and helps people to feel in control of things.



People did not have other experiences of replacement care that they could compare their present service with.

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**CABINET**  
**14 JUNE 2018****STREETSCAPE DESIGN GUIDE**

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**Relevant Cabinet Members**

Dr K A Pollock and Mr A T Amos

**Relevant Officer**

Director of Economy and Infrastructure

**Recommendation**

**1. The Cabinet Members with Responsibility for Economy and Infrastructure, and Highways, recommend that Cabinet:**

**(a) adopts the Streetscape Design Guide for Worcestershire as a guidance document supporting the aims of LTP4; and**

**(b) authorises the Director of Economy and Infrastructure in consultation with the relevant Cabinet Members with Responsibility to review the above Guide annually and routinely update it as appropriate from time to time, short of fundamental change to it.**

**Background**

2. The Council's Highway Design Guide 2011 formed part of the Local Transport Plan 3 (LTP3), and is a carried over policy when Local Transport Plan 4 (LTP4) was adopted.

3. The Highway Design Guide was updated prior to LTP3 to reflect changes in National Policy and guidance, and in the intervening years the parking element of this document was revised in consultation with the Cabinet Member with Responsibility for Economy and Infrastructure.

4. It is considered to be good practice for a Local Highway Authority to have an up to date guidance document to assist developers with local requirements which tailor designs to meet the aspirations of this Council and the Local Planning Authorities. Experience gained through the planning process, as well as changes at a national level make this an opportune time to refresh this document. It is a guidance document supporting the aims of the Council's LTP4.

5. The Streetscape Design Guide (its new name) presented alongside this report has evolved to reflect opinions expressed from the development sector representing both public and private organisations.

6. It is anticipated the Streetscape Design Guide will be a living document and subject to regular review to reflect Local and National changes in policies and to

reflect other planning decisions by the Local Planning Authorities and the Planning Inspectorate, as appropriate.

7. It is not considered to be practical to bring the Guide back to agree routine changes, but it would be brought back if a significant change in legislation or national policy required a fundamental change.

## **Consultation**

8. A draft Streetscape Design Guide was consulted on 19 October 2017 for a period of 6 weeks. In total, 14 pieces of written correspondence were submitted and these can be viewed in section 5 of the Consultation Report (Appendix A). The submissions can be broken down into the following stakeholders:

- Worcestershire County Council internal teams x 2
- Water Management x 1
- Design Consultants x 3
- Developers x 2
- Planning Authorities x 2
- Wildlife Trust x 1
- Sanctuary Group x 1
- Civic Society x 1
- Natural England x 1.

9. The main issues raised include:

- Car Parking standards
- Green infrastructure
- Ecology and biodiversity
- Trees and sustainable drainage.

10. The Streetscape Design Guide has been reviewed and adjusted to reflect where practical the comments received through the consultation process. A full copy of the responses is available in the Consultation Report (Appendix A) and the updated Streetscape Design Guide is attached as Appendix B.

## **Legal, Financial and HR Implications**

11. There is no legal requirement to consult on a design guide of this nature. The Streetscape Design Guide is a detailed guidance document with no direct financial implications to the authority although as new roads are adopted this will ultimately increase the extent of road and footways that require maintenance.

12. The Streetscape Design Guide is not intended to become a supplementary planning document but will be local guidance to help ensure a consistent approach to development whilst allowing some variations to reflect the local distinctiveness of Worcestershire's communities. The document shares design principles that feature within the adopted Supplementary Planning Documents of the Local Planning Authorities and will support good design.



## **Privacy and Public Health Impact Assessments**

13. No Privacy and Public Health Impact Assessment issues have been identified.

## **Equality and Diversity Implications**

14. An Equality and Diversity Impact assessment has been undertaken to support this guidance document. Every planning application will have to demonstrate they have considered the needs of all users as required in planning policy. Decision-makers will have to ensure compliance with S149 of the Equalities Act regardless of this assessment.

15. Further amendments to the document made under recommendation (b) above will require a refreshed or new Equality and Diversity impact screening/assessment depending on the nature of the change.

## **Supporting Information**

- Appendix A – Streetscape Design Guide Consultation Report (available only electronically)
- Appendix B – Streetscape Design Guide – (available only electronically)

## **Contact Points**

### County Council Contact Points

County Council: 01905 763763

Worcestershire Hub: 01905 765765

Email: [worcestershirehub@worcestershire.gov.uk](mailto:worcestershirehub@worcestershire.gov.uk)

### Specific Contact Points for this report

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Andy Baker - Transport Planning & Commissioning Manager

Tel: 01905 843084

Email: [ACBaker@Worcestershire.gov.uk](mailto:ACBaker@Worcestershire.gov.uk)

## **Background Papers**

In the opinion of the proper officer (in this case the Director of Economy and Infrastructure) there are no background papers relating to the subject matter of this report.

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# **CABINET**

## **14 JUNE 2018**

### **RESOURCES REPORT**

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**Relevant Cabinet Member**

Mr S Geraghty

**Relevant Officer**

Chief Financial Officer

**Recommendation**

1. **The Cabinet Member with Responsibility for Finance (who is also the Leader of the Council) recommends that Cabinet:**
  - (a) **Endorses financial performance for the year ending 31 March 2018 and the unaudited Annual Financial Report and Statement of Accounts 2017/18;**
  - (b) **Approves updates to earmarked reserves and general balances as detailed in paragraphs 44 to 48; and**
  - (c) **Considers the draft Annual Governance Statement for 2017/18 for comment before final approval is sought from the Audit and Governance Committee in July 2018.**

**Introduction**

2. This report outlines the provisional financial results for the year ending 31 March 2018 subject to external audit. It concludes that the County Council balanced its £324 million budget for 2017/18, and returned a small surplus of £0.188 million to be added to General Balances which total £12.2 million at the year end.
3. Financial performance for the County Council's Capital Budget and the Worcestershire County Council Pension Fund is also reported.

**Provisional Financial Results for the year ending 31 March 2018**

4. The work to finalise the management accounts has been completed on time and the draft statutory accounts have been published on the Council's website open for public inspection as planned and part of the usual final accounts process. The County Council's External Auditors are on site and have begun the main part of their independent verification work which is scheduled to conclude in time for approval by the July meeting of the Audit and Governance Committee.
5. The County Council's £323.7 million budget faced a number of cost pressures during 2017/18 which totalled a net £5.9 million at the end of the financial year, a reduction of £0.4 million since Month 11.
6. These costs pressures have been mitigated in the main through reduced borrowing and pension costs, and capitalising highways expenditure.

7. The final outturn position is a surplus of £0.188 million as follows:

Table 1: Summary Financial Results 2017/18

Directorate	<b>Budget £m</b>	<b>Actual £m</b>	<b>Variance £m</b>
Adult Services	130.4	132.3	1.9
Public Health	0.1	0.0	(0.1)
Children, Families and Communities	82.5	90.8	8.3
Economy & Infrastructure	66.7	62.7	(4.0)
Commercial and Change / Finance	44.0	37.7	(6.3)
<b>Total</b>	<b>323.7</b>	<b>323.5</b>	<b>(0.2)</b>

#### **Children, Families and Communities**

8. The overall directorate overspend at the end of the financial year was £8.3 million. The service has faced significant cost pressures during the year of £7.6 million relating to an increased number and complexity of Placements and Provision costs, £0.6 million relating to safeguarding services as agency staff cover vacancies, and £0.4 million on education and skills services relating to short breaks transport costs, vacant building costs and a temporary delay in achieving reductions in contract expenditure.
9. This outturn position is as expected and consistent with the medium term financial plan where the budget for 2018/19 has been strengthened by £10.5 million to support the growing number of looked after children and the increased complexity of need within the care system.
10. The £210 million Dedicated Schools Grant budget for last financial year faced £3.4 million additional cost pressures relating to the High Needs Block. In total £3.6 million was withdrawn from DSG reserves for the year leaving £5.2 million to be carried forward for 2018/19.

#### **Adult Services**

11. The Adult Services Directorate outturn for the last finance year was a net overspend of £1.9 million. During the year Older People services faced cost pressures of £2.1 million residential and nursing placements, and £1.9 million relating to home care due to increasing demand for services and increasing complexity of care.
12. Learning Disability Services faced cost pressure of £2.5 million due to maintaining high cost packages and picking up increases in Continuing Healthcare Packages and support living placements.
13. There were further pressures of £0.7 million for Physical Disability services, £0.4 million Mental Health services and £0.9 million Deprivation of Liberty Standards pressure.
14. The Directorate mitigated all except £1.9 million of these costs by utilising Improved

Better Care Fund monies and withdrawing monies from their Earmarked Reserves.

15. Looking forward, whilst the 2018/19 budget has been increased to support demographic and inflation increases, careful consideration will need to be made in the light of emerging cost pressures, the extent of funding available to the service and how joint initiatives with Health will be managed.

### **Public Health**

16. The Public Health Service manages a c.£30 million specific grant and a core County Council budget of £0.1 million.
17. At the end of the financial year the service achieved a small underspend of £0.1 million which contributed to costs pressures elsewhere across the County Council.

### **Economy and Infrastructure**

18. The service underspent its £67 million budget by £4 million last financial year as a result of capitalising £5 million of highways expenditure.
19. The underlying position is therefore a £1 million cost pressure, arising mainly as a result of additional winter maintenance costs.
20. Further cost pressures around Waste Disposal of £0.4 million, Road Maintenance £0.4 million and a shortfall on Scientific Services income of £0.5 million have been mitigated by withdrawing from earmarked reserves.

### **Commercial and Change / Finance**

21. The overall outturn position for these service was an underspend of £6.3 million following a managed process and accounting adjustments to support cost pressures arising across the County Council.
22. There were cost pressures of £0.7 million on IT equipment due to additional equipment need and preparation for in-sourcing costs to deliver savings in 2018/19.
23. During the year, Financial Services achieved a £3.8 million surplus following active treasury management activity and deferring the need to take external borrowing, and a reduction of £2.1 million pension costs due in the main to early payment of contributions attracting a discount from the Pension Fund's Actuary.
24. A further accounting adjustment was made to release £1.5 million of capital funding from Council Tax Surplus to be replaced by external borrowing with no change to the underlying capital expenditure programme.
25. The savings and transformation reforms target for 2017/18 was £27.9 million. The majority of this has been delivered, although £5.9 million will be carried forward to 2018/19 to reflect activities that are forecast to be delivered at a later stage.
26. Taking all this into account, the County Council's year-end position is a £0.188 million surplus at the end of the 2017/18 financial year. Overall this outturn means that reserves are in line with expectations with General Balances retained at £12.2 million.
27. The main highlights for the year are reported in the unaudited Annual Financial Report and Statement of Accounts 2017/18 which is included at Appendix 1.
28. Further details of variations for each Directorate are included in Appendices 2 and 3.
29. The next stage is to prepare the annual statutory accounts for both the Council and the Pension Fund, which will be audited by the Council's external auditor Grant Thornton UK LLP and presented to the Audit and Governance Committee for approval later in the year.

## **Performance**

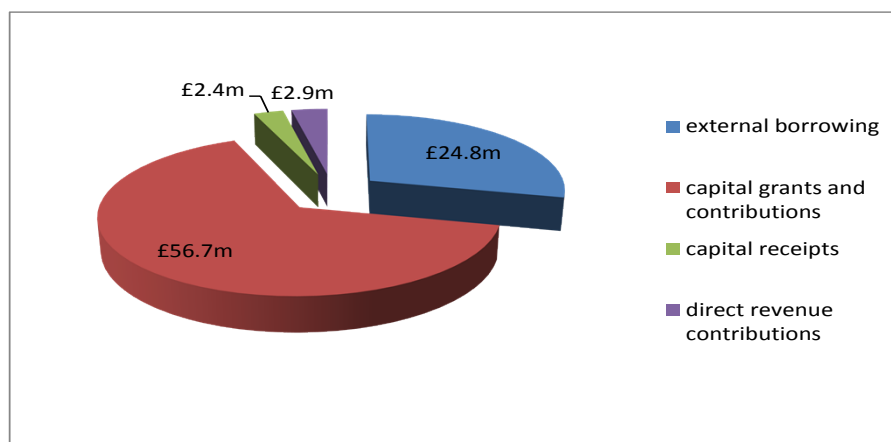
30. The County Council has again seen a successful year delivering not only its budget but improvements in performance. Highlights of the year include:
- 76% of working age adults in employment and a reduction in 16-24 year olds claiming job seekers allowance.
  - 94% of homes and more than 90% of businesses are now receiving Superfast speeds.
  - Improvements in the condition of principal and non-principal roads.
  - 3% of residents aged 65 or over receive a social care service, reflecting our aim to help older people to maintain their independence and live high quality lives.
  - 91% of people say that their social care services make them feel safe and secure.
  - 90% of our schools are judged as good or outstanding in their most recent Ofsted inspection.
  - More children were visited and supported by Health Visitors in the first years of their lives than the national average.
31. Looking forward, the County Council will be seeking the views of all our services users, residents and partners to help shape our future service delivery along with our public sector partners across Worcestershire.

## **Annual Governance Statement**

32. The County Council is required, as part of its annual review of the effectiveness of its governance arrangements, to produce an Annual Governance Statement (AGS) for 2017/18. This will be signed by the Leader of the Council and the Chief Executive with final approval by the Audit and Governance Committee in July 2018. The AGS is part of the Statement of Accounts and included from page 29 of Appendix 1.
33. The AGS is drafted by senior officers who have lead roles in corporate governance. The evidence for the AGS comes from a variety of sources, including service plans, relevant lead officers with the Council, internal and external auditors and inspection agencies.
34. The current draft AGS will be revised in the light of any observations of Cabinet, the Audit and Governance committee and external audit.
35. Cabinet are asked at this stage to consider the AGS and make any comments.

## Capital Investment

36. The County Council spent £86.8 million on Capital Expenditure in 2017/18 which included £16.6 million spent on school projects, £65.0 million on local transport infrastructure and £5.2 million on other County Council services.
37. The sources of capital financing were:



38. The County Council's 2017/18 programme saw investment to deliver a wide range of capital works, including:
- £5.2 million Worcestershire Parkway
  - £7.2 million Worcester A4440 Southern Link Road Phase 3 and Phase 4
  - £2.5 million Malvern Hills Science Park Phase 5
  - £3.6 million Driving Home Programme
  - £1.5 million Footpaths and Pavements
  - £4.0 million Improvements in superfast broadband with now 94% of the County able to receive this.
  - £18.9 million Structural highways and bridge maintenance
  - £0.7 million Early investment in A38 Bromsgrove improvements
  - £3.2 million Highway flood mitigation measures including Worcester New Road and Upton on Severn
  - £2.4 million Town Centre Improvements – Kidderminster, Droitwich, Redditch and 2018/19 will see further investment in Worcester City
39. In addition, the County Council, working with the Local Enterprise Partnership (LEP), has secured £4.8 million to be one of the country's first pilot areas for the next generation of mobile technology, 5G.

## Pension Fund Update

40. For 2017/18 the Worcestershire County Council Pension Fund had an operating surplus of £114.8 million, an increase of £80.3 million from the surplus of £34.5 million for 2016/17. This was mainly due to a number of employer bodies paying early their 3 years contributions up to the next valuation in 2019 to the value of £71.2 million.
41. The Fund's net assets have increased by £220.1 million from £2,480.9 million at 31 March 2017 to £2,701.0 million at 31 March 2018.
42. The Pension Fund's Actuary has calculated that the Council's liabilities exceed its

share of the assets by £360 million at 31 March 2018.

43. Whilst this net liability will change each year due to the volatility in share prices and changes in the assumptions used regarding financial risk and uncertainties, it remains consistent with the prudent long-term funding strategy agreed at the recent valuation of the Pension Fund in 2016 to ensure assets and liabilities are balanced over an 18 year period.

## Reserves

### Insurance Reserve

44. The insurance reserve is held to meet the cost of claims.
45. The adequacy of the reserve is annually reviewed internally and is subject to independent review every five years. The balance is currently deemed to be adequate and stands at £8.1 million at 31 March 2018.

### Proposed Earmarked Reserves and General Balances

#### Earmarked Reserves

46. A schedule setting out the proposed earmarked reserves at 31 March 2018 is detailed in Appendix 4.
47. The majority of our reserves are earmarked for commitments that have already been made, held on behalf of Central Government until that specific grant is spent or held on behalf of schools or other third parties. The County Council will also carry forward reserves to cater for risk and uncertainty despite the value of these reserves falling marginally over 2017/18.

#### General Balances

48. The effect on general balances following the financial outturn for the 2017/18 financial year is as follows:

	<b>£m</b>
<b>Balance at 31 March 2017</b>	<b>12.0</b>
<b>Transfer to General Balances</b>	<b>0.2</b>
<b>Balance at 31 March 2018</b>	<b><u>12.2</u></b>

## Health Impact Assessment

49. A Health Impact Assessment has been undertaken with regard to this report and recommendations for new spending decisions to understand the potential impact they can have on Public Health outcomes across the County area.
50. This report is mainly about confirming the financial position at the end of the financial year reflecting existing Cabinet decisions and policies.
51. Taking this into account, it has been concluded that there are no specific health impacts as a result of new decisions arising from this Cabinet report.

## Supporting Information

- **Appendix 1** Unaudited Annual Financial Report and Statement of Accounts 2017/18
- **Appendix 2** Summary Financial Results 2017/18
- **Appendix 3** Directorate Variations 2017/18 >£500k
- **Appendix 4** Proposed Earmarked Reserves



## **Contact Points**

### County Council Contact Pointes

County Council: 01905 763763

Worcestershire Hub: 01905 765765

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### Specific Contact Points for this Report

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Mark Sanders, Senior Finance Manager, 01905 84**6519**,  
[mssanders@worcestershire.gov.uk](mailto:mssanders@worcestershire.gov.uk)

## **Background Papers**

In the opinion of the proper officer (in this case the Chief Financial Officer) the following are the background papers relating to the subject matter of this report:

- Previous Cabinet Resources Reports

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## Summary Financial Results 2017/18

	Revised estimate 2017/18 £m	Actual £m	Variation 2017/18 £m
Adult Services	130.4	132.3	1.9
Public Health	0.1	0.0	(0.1)
Children, Families and Communities	82.5	90.8	8.3
Economy & Infrastructure	66.7	62.7	(4.0)
Commercial and Change / Finance	44.0	37.7	(6.3)
<b>Net expenditure</b>	<b>323.7</b>	<b>323.5</b>	<b>(0.2)</b>
Contribution from earmarked reserves	(6.7)	(6.7)	0.0
Contribution to / (from) capital reserves	1.5	1.5	0.0
<b>Budget requirement</b>	<b>318.5</b>	<b>318.3</b>	<b>(0.2)</b>
<b><u>Funding sources</u></b>			
Council tax	236.2	236.2	0.0
Revenue support grant	19.9	19.9	0.0
Business rates retention scheme	59.8	59.8	0.0
Collection Fund Surplus	2.6	2.6	0.0
	<b>318.5</b>	<b>318.5</b>	<b>0.0</b>
<b><u>General Balances</u></b>			
Opening Balances	12.0	12.0	0.0
Contribution to general balances	0.0	0.2	0.2
<b>Closing Balances</b>	<b>12.0</b>	<b>12.2</b>	<b>0.2</b>

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## Directorate Variances over £500,000 2017/18

## Appendix 3

		Budget	Projection	Variance	
Directorate	Service	£000	£000	£000	Comment
CFC	CSC Assessment & Intervention	15,767	16,350	583	Greater costs have been incurred due to the number of agency staff needed to cover vacancies, sickness and maternity cover. Recruitment drives are underway and budget has been reprioritised to cover staffing/agency costs in 2018/19
CFC	CSC Placements and Provision	35,481	43,074	7,593	The £7.6m overspend relates to children and young people who are in the care system. This has been reported during the year, the latest variances reflects the ongoing increase.
DAS	Older People (OP) Recovery Services	1,736	2,521	785	The variance has arisen due to specific areas within the Better Care Fund (BCF) which relate to increasing numbers and length of stay for various year end placements. Joint actions were taken with the CCG's to reduce this budget deficit but the shift took slightly longer than originally
DAS	OP Care Act Eligible Services	45,701	49,794	4,093	The Older People financial pressures have been reported during the year, and discussed at budget setting for 2018/19. Home Care numbers and increased package costs were experienced during the last quarter. A number of mitigating actions are taking place but have taken longer than first forecast to yield savings. Planned draw down from IBCF has been used to mitigate some of the financial pressures.
DAS	Learning Disability (LD) Care Act Eligible Services	52,943	55,489	2,546	This is mainly due to additional packages previously Continuing Healthcare Packages (CHC) £0.5m and an increase in supported living packages £0.6m that potentially previously would have had small care packages whilst living with their family
DAS	Physical Disabilities (PD) Care Act Eligible Services	11,160	11,897	737	This is mainly due to the increased numbers of clients within Supported living in Physical Disabilities. Numbers at the start of the year were 18 but increased by 61% during the year to 29. This included one client who's cost was £250k.

**Directorate Variances over £500,000 2017/18**

**Appendix 3**

		Budget	Projection	Variance	
Directorate	Service	£000	£000	£000	Comment
DAS	Strategic Services	1,508	2,344	836	Deprivation of Liberty Safeguards pressure £0.9m which has been dealt with since 2016/17 by planned use of reserves. However an ongoing government funding solution looks unlikely for future years so options will need to be considered as how this can be funding longer term as part of budget planning
E and I	Highways Contracts and Programme	8,004	9,061	1,057	Additional Winter Maintenance costs due to the above seasonal adverse weather conditions experienced in the last 5 months of 2017/18. Also maintenance work was required at Highway depots
E and I	Scientific Services	0	556	556	Shortfall in Income in respect of asbestos work and costs related to the transformation of the service. The business has been redesigned to move forwards into the new financial year.
COaCH	Technology Operations	436	1,138	702	A significant reduction kit has taken longer than anticipated. The budgets for 2018-19 have been realigned as part of the cash limits exercise.
Finance	Financing Transactions	14,659	10,960	-3,843	Greater achievement of income arising from deferring the need to take External Borrowing and investment of cash reserves
Finance	Council Tax Surplus	0	-1,500	-1,500	Review of capital financing by switching funding from Council Tax Surplus to borrowing - consistent with existing Medium Term Financial Plan approved by Council in February 2018

## Proposed Earmarked Reserves

## Appendix 4

	Balance at 31 March 17 £m	Transfers out 2017/18 £m	Transfers in 2017/18 £m	Balance at 31 March 18 £m
Balances held by schools under a scheme of delegation	13.3	-13.3	9.4	9.4
Children's Services Other Revenue Reserves	0.1	-0.1	0.0	0.0
DSG c/fwd balance	8.9	-3.7	0.0	5.2
Youth Offending Reserve		-0.2	0.2	
Future capital investment	4.4	-2.9	0.8	2.3
Insurance	7.0	-0.8	1.9	8.1
Business Rate Pool	1.9		3.6	5.5
Retained Waste Disposal PFI grant	10.1	-3.4	3.6	10.3
Bromsgrove Schools Reorganisation PFI	1.7	0.0	0.0	1.7
Health and Pooled Budgets	0.3	-0.3	0.0	0.0
Public Health Grant	4.8	-0.2	1.2	5.8
Growing Places	3.7	-0.5	0.1	3.3
New Homes Bonus	2.4		3.3	5.7
Revolving investment fund	5.7	-0.3	1.6	7.0
Directorate revenue reserves	10.6	-8.1	1.0	3.5
Future Fit	6.6	-3.7	1.2	4.1
Digital Strategy	1.0	-1.1	0.5	0.4
Councillors' Divisional Fund	1.2	-0.6	0.6	1.2
Revenue grants unapplied	7.1	-4.8	2.8	5.1
Other reserves	7.7	-4.1	2.2	5.8
<b>Total</b>	<b>98.5</b>	<b>-48.1</b>	<b>34.0</b>	<b>84.4</b>

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