

SOCIAL & HEALTH CARE OVERVIEW & SCRUTINY COMMITTEE

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| Date of Meeting | Thursday 5 th November 2015 |
| Report Subject | Learning Disability Work Streams – 1) Change Options for Supported Living Service and 2) Alternative Delivery Models - Day Services Learning Disabilities. |
| Cabinet Member | Cabinet Member for Social Services |
| Report Author | Senior Manager Integrated Services |
| Type of Report | Strategic |

EXECUTIVE SUMMARY

The learning disability (LD) service, as part of its modernisation programme, has three significant ongoing work streams. These work streams share two main purposes. Firstly there is a need to ensure that current services are modern, sustainable and fit for the future and secondly to provide services which are of good quality at a lower cost.

Project 1 is the day and work services, e.g. the LD small businesses.
Project 2 is Glanrafon day centre.

Significant work has gone into the feasibility studies, these have now been completed and we are moving forward to the business planning phase.

The business planning stage is supported by Social Firms Wales and Capita, this planning phase will continue to the end of November/December to produce two key deliverables for review and approval:

- A Specification document which will define the care service required by the Council from the 6 work opportunities businesses; e.g. what does the council want to commission from the Social Enterprise.
- A Business Plan document – outlining how the new Social Enterprise will deliver this service to the Council, while maintaining and developing semi commercially viable and sustainable business.

Project 3 is the Supported Living Change Options work stream, a review of all 55 individuals and 22 houses has taken place, involving an expert panel, which has reviewed each individual case against a dependency matrix. This has helped us identify 7 houses for re-provision from the independent sector. There have been a

number of meetings held with service users and families, and there has been significant issues to work through regarding the decision to outsource the 7 houses. A number of consultation sessions have been held and in line with good consultation procedures, an appeals panel has been arranged and individuals are appealing the decisions.

Following the outcome of the appeal process, we will progress to the procurement/tendering phase.

A key risk for all three projects are the timescales for completion, aligned to the budget savings.

RECOMMENDATIONS

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| 1 | Members agree that good progress is being made on all three work streams and endorse the approach being taken including in relation to the sensitivity of the work. |
| 2 | Members note that due to the complex nature of the services and the client group being consulted with, that there is a need to share scrutiny in the change process, which may have an impact on timescales for completion. |

REPORT DETAILS

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| 1.00 | EXPLAINING THE LEARNING DISABILITY WORK STREAMS |
| 1.01 | Project 1 Small Business We are in the process of business planning and drafting the service specification. |
| 1.02 | Business Planning Includes detailing the following. Introduction 2.1 Vision/ Mission 2.2 Aims and Objectives The Company 3.1 Legal Structure 3.2 Organisational Structure 3.3 Board of Directors/staff Operations 4.1 Policies and Procedures 4.2 Monitoring and Evaluation 4.3 Quality Products 5.1 Portfolio of Products or Services |

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| | <p>5.2 Future Products or Services</p> <p>Marketing</p> <p>6.1 Trends in the market</p> <p>6.2 Competitors</p> <p>6.3 Market growth</p> <p>Financials</p> <p>7.1 Pricing Strategy</p> <p>7.2 Financial Investment / Fundraising Strategy</p> <p>7.3 Sales Forecast/Cash Flow</p> <p>7.5 Profit and Loss</p> <p>7.6 Balance Sheet/Financial Assumptions</p> <p>Risk Management</p> <p>8.1 Risk Strategy</p> <p>8.2 Fall Back Plan/Crisis Management</p> <p>8.3 Cash Crisis Management & Long-term lines of credit</p> <p>8.4 Liabilities & Insurance Policies</p> <p>This is a significant area of work. In particular it will be vital to the successful of the AMD going forward that we have the right financial information now and support with realistic forecasting.</p> |
| 1.03 | <p>The Service Specification document will include -</p> <p>The key objective of the service is to support adults with a learning disability to have meaningful and fulfilling work placements that improve their quality of life and promote independence whilst providing respite for informal carers. The service will work within a multi-disciplinary approach (to include social health and voluntary sector). The specific service for each Service User must be delivered in accordance with the requirements of the assessment and Care Plan.</p> <p>It is vital that we get this right. We clearly cannot afford for the Social Enterprise to fail, as this would lead to service users and carers being without day time support, and could ultimately lead to more expensive care and support packages.</p> |
| 1.04 | <p>Project 2 Glanrafon.</p> <p>The Public Interest Notice (PIN) notice was place on the Sell2Wales web site. We have had reasonable interest with 7 responses.</p> <p>All prospective partners have been invited in for further discussions in early November.</p> <p>We will ensure that families and carers are included in discussions, and help to select, suitable partners.</p> <p>This report confirms that a meeting with Flint mobilisation group has also been set to discuss potential locations and opportunities under the SHARP programme.</p> |

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| 1.05 | <p>Project 3 Change Options</p> <p>There is a significant challenge in relation to the change options work stream.</p> <p>Individuals and their families are indicating that they wish to remain within house services and there a number of appeals and complains being received from family members.</p> <p>AMs, MPs and other interested parties have written in to the portfolio to support families, asking questions and voicing concern on the proposals. This is being managed via our complaints receiving officer, as a result of the move on and indeed the other projects the directorate expects to report an increase the number of complaints in quarter 3 portfolio.</p> <p>We have held a provider event to test the market regarding the appetite to come and work in Flintshire. The event was well attended and early indications are that we have some interested parties/Independent sector providers, who are interested in working in Flintshire to deliver supported living services.</p> |
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| 2.00 | RESOURCE IMPLICATIONS |
| 2.01 | There are staffing implications for all three projects. In most cases TUPE will apply. Work is ongoing to identify the staff who will transfer into the small businesses and which staff will move as part of the supported living service. |
| 2.02 | The feasibility studies for the ADM project 1 small businesses, assumes a level of saving of 285k over a phased period This is based on high level assumptions that there will be costs reductions and increased income. The detail is being worked through as part of the business planning stage. |
| 2.03 | More detailed work is ongoing for project 2 Glanrafon. |
| 2.04 | The Change Option for Supported Living work, Project 3 is anticipated to save 150k for 2016/2017. |

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| 3.00 | CONSULTATIONS REQUIRED / CARRIED OUT |
| 3.01 | Social Services recognises the need to engage and consult lawfully with service users and families. |
| 3.02 | This report confirms that there have been a number of detailed consultation, engagements and information sharing events, including separate consultation events for all 6 small business. |
| 3.03 | A further separate consultation event for was held for Glanrafon. |

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| 3.04 | Separate consultation and engagement events were undertaken for the 7 supported living houses. |
| 3.05 | To help with the meaningful engagement of people with a learning disability we had the support of specialist independent colleagues, who advocate and represent service users and families. |
| 3.06 | All individuals have been given the opportunity to have independent advocacy support, and the North Wales Advice and Advocacy Association attended every consultation event. In terms of staff consultations and information events, this report confirms there have been a number of staff consultations which have included representative from human resources and trade unions. These consultations are ongoing. |

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| 4.00 | RISK MANAGEMENT |
| 4.01 | Driving forward the ADM business and financial planning and modelling/forecasting, is a risk, positive support from the wider Finance Team will help mitigate this risk. |
| 4.02 | Timescales and pace of progress towards the ADM and finding partners and potential site for the new premises is another risk. In mitigation there are a number of interested partners and meeting dates set to progress the work. |
| 4.03 | Review of service user needs and levels of support required at the small businesses and Glanrafon and the suitability of each placement. Work is in progress, on this assessment with some sensitivities from all involved. |
| 4.04 | To mitigate this risk as service we are seeking to manage the vacancies with the LD service in all areas in order that we can if necessary support those staff who wish to remain in house, and redeployed in to other areas , there is the added tension that service users are rightly seeking continuity of care arrangements. |
| 4.05 | In relation to all the work streams TUPE, is high on the agenda and can present a risk in that whilst we are clear TUPE applies to all service areas, Independent Service providers have indicated they may be less interested in working with us if TUPE is involved. |

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| 5.00 | APPENDICES |
| 5.01 | None |

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| 6.00 | LIST OF ACCESSIBLE BACKGROUND DOCUMENTS |
| 6.01 | <p>None</p> <p>Contact Officer: Susie Lunt, Senior Manager Integrated Services Telephone: 01352 701407 E-mail: Susie.lunt@flintshire.gov.uk</p> |

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| 7.00 | GLOSSARY OF TERMS |
| 7.01 | None |