

Health and Adult Social Care Scrutiny Committee – Wednesday 4 May 2011**Future of Day Care Services – suggested recommendations and council response**

	Recommendation	Response
1.	That the Sub-Committee recognises the context of national Government cuts and late notification of Southwark funding in 2010, but that future changes to service provision should aim to involve providers and service users at the earliest possible stage. Engagement and consultation should not be less than three months where possible, in accordance with national consultation guidance.	Southwark is committed to engaging and consulting with providers and service users at the earliest possible stage, and whilst there is no legal requirement for three month consultations we recognise this to be good practice. As noted by the committee, the consultation period was introduced early and initially set at two months because of the late notification of Southwark's funding from central government and the fact that options to reduce spending had to be done very quickly, due to the front-loaded nature of the reduction. However, we listened to initial feedback from providers who had concerns the timescale may make it difficult to share the information with their service users, and obtain meaningful feedback from them to feed into responses. Following this, the period was extended to three months.
2.	That older people using services should have the option of continuing to use existing services, which they are happy with and which continue to be available and financially viable. Where such provision is no longer available service users, particularly older people, should receive sufficient support to make an appropriate transition to an alternative system – including, for example, through a local advocacy and brokerage service run by users.	Assessments for individuals are focused on outcomes. People with eligible care needs (set at substantial and critical needs in Southwark) will be offered a personal budget to achieve identified outcomes. Within this there are a range of options for people as to how they manage their money and access or purchase services. People are also enabled to create a support plan, which identifies how they would like to meet their eligible needs. This can be done by the individual, their family and friends, etc, though

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		<p>support is also available from social workers or accredited providers. Where people choose to retain current services, where it meets their needs and is affordable, they will be supported to work out how they can achieve this.</p> <p>Currently, a range of community support services, including advocacy information and advice, are commissioned by the council. They, along with an in-house support planning and brokerage team are supporting people in making the transition to personal budgets.</p> <p>Advocacy, information and advice, and support planning and brokerage services are also noted in the proposals, suggesting that these will be remodelled for April 2012 as part of Stage 2.</p>
3.	That the future of council-run services and resources should always be considered in conjunction with the review of voluntary sector services to ensure an integrated review and outcome for all services in Southwark. This is relevant to older people's day care services currently, but is an important principle for services generally	To inform strategic commissioning decisions, the council considers voluntary sector services in conjunction with in-house services, health funded options and services provided by the entire market.
4.	That Southwark adult social care staff should be "active facilitators and partners" in supporting interested voluntary sector providers to identify sustainable business plans including current and potential providers.	The Council commissions services from Community Action Southwark (CAS) to support voluntary sector providers to develop sustainable business plans – including current and potential providers. The council's community engagement team also deals with the voluntary and community sector and can signpost to a wide range of advice and support.

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		Finally, a market forum has been established by adult commissioning. Open to all current and potential providers in the care and support market, it promotes shared learning and best practice – with guests from various service areas discussing alternative business models.
5.	That any new model of services should seek to maintain the valued and recognised benefits of existing day care services and uphold best practice as far as possible and economically feasible.	As service users with eligible care needs express their choice about how to meet their needs and achieve their outcomes, those services that are valued and good value should benefit. As providers develop their business models to become attractive to ALL service users as self-sustaining businesses, personal choice should continue to have an increasing influence on the shape of the market with people acting more and more as individual commissioners of services.
6.	That assessments of existing older service users to identify potential personal budget users should be carried out face to face and prioritised to ensure that service users are able to exercise genuine choice and independence in regards to how their future needs are supported. This may include providing a support service to help manage the budget and information on becoming an employer for example.	As part of the work to support more people to take advantage of personal budgets, the council is planning to prioritise the assessment/reviews of the existing service users within this approach. Where the service users have eligible care needs, they will be supported to understand the amount to be spent on their care and support and can choose how to meet their outcomes.
7.	To consider the opportunities of maintaining “open access” services to bring in additional financial resources to support viable business models for voluntary providers and maximise volunteering opportunities. The sub-committee does not approve of limiting the use of personal budgets for example – service users should be able to purchase the support they require from a range of appropriate providers.	Adult commissioning is working with organisations to maintain and develop a flexible and vibrant market place that is responsive to people’s choices. This includes services that are ‘open access’. The council’s proposal for an Innovation Fund suggests allocating funding according to criteria that includes the development of self-sustaining business models. This will encourage

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		<p>collaborative working – where there is potential for organisations to reduce costs and maximise income. Opportunities for a network approach to maximising volunteering opportunities can also be taken into account.</p> <p>Business planning and fundraising advice is available from the community engagement team in partnership with CAS, as highlighted in recommendation 4.</p> <p>As noted in the response to recommendation 2, people with eligible care needs have a range of options they can choose in terms of using their personal budgets that offer choice and control over their care and support.</p> <p>This includes managing their own personal budget and the money directly, purchasing services from any provider they choose, providing it meets the identified outcomes from their assessment.</p> <p>People can nominate a third party to manage the personal budget on their behalf, in line with their choices and identified needs and outcomes, if they are unable to manage it themselves.</p> <p>People can also choose to have a council-managed budget. This means that they choose services from providers that the council contracts with directly.</p> <p>Finally, people can also ask to have a ‘mixed’ budget, where some of the budget is council managed (choosing services from</p>

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		council contracted providers) and some is self-managed (choosing any provider or service that meets the identified needs and outcomes in their assessment).
8.	That work to build and develop the market in personalised services and support and advice structures is crucial in ensuring genuine choice and support for service users and carers as services change. The sub-committee hopes to examine the council's role as a market stimulator at a future stage.	<p>The council acknowledges the value of an effective and vibrant market to support personalised services and advice and information. Work to build and develop the market in personalised services is on-going. The market forum noted in the response to recommendation 4 was set up with exactly that in mind and has been running since August 2010.</p> <p>New market provision has been developed for support planning and brokerage, including offering budget management options. A carers' 'hub' model of service is currently being developed that seeks to offer effective information and support to carers – supporting them to maintain and improve the quality of their lives as carers.</p> <p>Stage 2 of the proposals will involve the development of specifications to deliver further support and advice to service users.</p>
9.	To recognise the importance of a co-ordinated and “joined up” Council response from other departments, such as property, in maximising the opportunities for existing voluntary service providers to be sustainable. The sub-committee also acknowledges the importance of service providers developing their own sustainability and ensuring services are run on a full cost recovery basis for non-council supported users (i.e. people	The council has an agreed framework and set of principles for managing the relationship with the voluntary and community sector (VCS). Senior officers from each council department meet quarterly together with VCS representatives and there is a Commissioning Officers' Group which crosses all commissioning departments to co-ordinate at the implementation level. Community engagement leads on managing the relationship

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	not meeting FACS eligibility criteria).	<p>overall.</p> <p>CAS is commissioned to (among other things) operate Southwark Voice and Southwark Forum (with sub-groups) that coordinate for the VCS.</p> <p>The council has established a Commissioning Task and Finish group with the VCS to look at how we improve and streamline our commissioning.</p> <p>The council works with CAS on new models for community premises (the lattice, hubs and spokes) and encouraging sharing of back-office costs. Community engagement also has a VCS Premises Officer to work with the sector in conjunction with property services.</p>
10.	To investigate the value and importance of local authority funding for voluntary sector partners in successfully attracting additional match funding from alternative external funding sources, and consider any role the Council can play to influence or change funding criteria.	Community engagement is (with CAS) mapping the added value the councils investment brings and will then do more work with the larger funders (e.g. Big Lottery) to improve success rates and maximise the value and leverage of our investment.
11.	That the council seek to ring-fence any 'additional' revenue received from the Government's pledge to ensure an extra £2 billion nationally reaches social care services in this Parliament.	<p>New funding, rising to £2bn by 2014/15, is to be delivered through two separate streams.</p> <p>The first stream involves £1bn for social care, which has been added nationally to the formula grant for local authorities. Southwark received an 11.3% reduction to this grant in 2011/12 with a further 7.4% reduction coming in 2012/13. Allocations are</p>

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		<p>unconfirmed for 2013/14 and beyond.</p> <p>The second funding stream of £1bn nationally will be shared with local authorities through local NHS bodies. This funding is for support in specific areas:</p> <ul style="list-style-type: none"> • Integrated Community Equipment (ICES) to facilitate people to live at home with the aid of supportive equipment • Rapid response and assessment services • Assistive technology to maximise potential for keeping clients out of care and hospital services • 'Step down' service to facilitate prompt discharge from hospitals. <p>The council has an agreement with NHS Southwark to ensure funds are spent on the areas outlined above.</p> <p>Again, grant allocations have only been confirmed for 2011/12 and 2012/13.</p>
12.	That Southwark council maximise the benefits of carers week and day and utilises the Carers UK resources and Carers Direct to support the families of people needing care and support.	<p>The council is promoting key events staged by Southwark Carers during Carers' Week.</p> <p>The council is currently liaising with Southwark Carers, Carers' UK and Carers' Direct in relation to improving the dissemination of information to carers throughout the borough. The carers' hub service, outlined in the response to recommendation 8, is expected to be involved in actively promoting information. The council is also seeking to ensure that such information is made available at public facing venue (one stop shops etc).</p>

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13.	That the council review the age and carers' strategies, including to reflect changes in national policy and funding, and engages with service users, representative organisations, providers, the sub-committee and other departments and stakeholders to ensure a long-term vision for adult care in Southwark is developed.	<p>Cabinet agreed a vision for adult social care in April 2011¹. The Health and Community Services department also has commissioning strategies for Older People and Carers that have been developed with the Older People's Partnership Board and Carers' Forum.</p> <p>The council's Independence and Well Being For Life strategy and action plan expired in April 2011. Similarly, the health and wellbeing board no longer operates in its current form but is being considered in light of national legislative developments in the Health and Social Care Bill, currently before Parliament. Subject to the outcome of the Bill, it would be a matter for any future health and wellbeing board to make decisions on future strategy.</p>
14.	That the council review the contract with Anchor Care and seeks to renegotiate terms if possible due to funding changes and national policies, including on benefits for care home residents, shifting.	<p>The council has reduced its block contract with Anchor by 20% in October 2010.</p> <p>The council is also currently undertaking complex contractual negotiations with Anchor regarding the future scope and remit of the remaining 15 years of contract. These negotiations reflect the changing financial and strategic context in which the homes are operating, and are covering a wide range of potential options, service models and degree of utilisation. These negotiations are mindful of the potential financial liability the council may face if it unilaterally changes the contract without the agreement of Anchor.</p>

¹ http://www.southwark.gov.uk/info/100010/health_and_social_care/2086/vision_for_adult_social_care_in_southwark