

Day Opportunities  
Commissioning Strategy  
2018-2020  
“Having a Good Day in  
Solihull”

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## **“Having a Good Day in Solihull” Executive Summary**

### **Our vision for day opportunities**

Day opportunities that promote independence through constructive, purposeful and safe activities, that help people to feel a part of and connected to their community and which provide much needed respite for carers.

### **Having a “Good Day in Solihull”**

In 2007 Social Care Institute for Excellence produced a report “Having a good day?” A study of community based day activities for people with learning disabilities. Much of what this report said was equally applicable to other client groups who are accessing more traditional day opportunities support. People are described as “having a good day” when they are:

- Doing things that have purpose and are meaningful for them
- Doing things in ordinary places, that most members of the community would be doing
- Doing things that are uniquely right for them with support that meets their individual and specific requirements.
- Meeting local people, developing friendships and connections and building a sense of belonging.

It can also include:

- Work
- Education and training
- Volunteering
- Participating in leisure activities, arts and hobbies
- Socialising

The National work found that although there was evidence of areas moving away from traditional day service models for people with learning disabilities this progress had been slower than desired. The report highlighted areas that had moved to innovative individual participation in community activities. However, not sufficient progress had been achieved in supporting people to gain employment, education and training and there appeared to be ineffective transition planning.

### **Current services.**

Solihull MBC currently commissions day opportunities packages of support for 308 people at a cost of £2.926m per annum. We also spend £0.767m on Direct Payments for 99 people who use their Direct Payment to access Day Services or

alternative activities. £0.653m is spent on Council provided transport services to enable people to access day opportunities. Day opportunity services support adults with disabilities both physical and learning disability and older adults including people with dementia.

Day opportunities have traditionally been building based providing a range of services which include:

- Carers respite
- Personal and/or practical care to people who struggle to access their community independently
- The development of skills to aid independence.
- Social and recreational activities
- A place where people can meet and build relationships with people experiencing similar difficulties/disabilities thereby reducing loneliness and social isolation
- Activities designed to stimulate and engage people with profound and multiple disabilities.

Day opportunities within Solihull have not been as good as they could at delivering:

- Training and support to help people move into employment
- Opportunities to help people to integrate better into their local communities.

Addressing these gaps is a key aim of this strategy,

### **What do we need to do to take this strategy forward?**

A further review of day services is underway to benchmark how close we are to achieving our vision for day opportunities within Solihull, and to identify the changes that are needed

For working age adults we want services that focus on the development of life skills and skills for employment.

For adults not in employment and not choosing to move into employment we want to ensure that day opportunities provided are purposeful, maximise opportunities for independence and are delivered in a safe environment but not necessarily building based.

For older adults we want to commission day opportunities which focus on maintaining or regaining skills of independence. Although we recognise that not all older adults will have the capacity for reablement the services commissioned will need to deliver purposeful activities in a safe environment but again not necessarily building based.

We want to see a much wider and more flexible range of services available to meet individual needs with increased uptake of personal budgets as this encourages the market to develop and offer services that are more person centred to meet individual outcomes.

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# 1. Vision

## OUR VISION FOR DAY OPPORTUNITIES IN SOLIHULL

To commission day opportunities that promote independence through constructive, purposeful and safe activities, that help people to feel a part of and connected to their community and which provide much needed respite for carers.

### *Day opportunity services commissioned within Solihull will have a strong focus on:*

- The person
- Lives not services
- The goals that the person wants to achieve
- Prevention & early intervention
- Recovery and/or maintaining skills for independence
- Employment and vocational activities – helping those who want to work to become work ready.
- Strong partnerships
- Service quality

### *We will commission a day opportunities system that improves access to:*

- Information and advice about community activities in order to reduce feelings of isolation and loneliness.
- Support to develop meaningful relationships and participation in community activities
- Personal and/or practical care to those that struggle to access their community independently.
- Support for carers
- Training and skills development to support independence
- Work based training and support to enable people to move into supported or open employment.

### *There will be:*

- Greater focus on what people can do and could learn to do.
- Greater focus on the use of existing support networks and services.
- Greater choice of day activities available to people
- More activities available to people closer to where they live.
- Supported stimulating activities for those with multiple and profound disabilities.
- More of a focus on the purchase of day opportunities through personal budgets for clients and carers to incentivise a more person centred approach in services provided.
- A more co-ordinated approach to the commissioning of day opportunities across the Council.

### *There will be less:*

- Centre based provision
- Universal provision funded by the Council

## 2. Development of the Day Services Strategy for Solihull

### 2.1. Background

The review and re-design of day services began in 2013 with consultation about Bacon's End and Park View Day Centres for people with learning disabilities moving to a model of service based on Community Hubs. There were no savings targets attached to the proposal the main aspiration being service improvement.

Over the following years there have been a number of reviews of day services, covering both in-house and external services, and also transport. Savings have been delivered year on year, totalling £1.687m to date. The previous reviews and savings are summarised in the table below:

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Total
	£k	£k	£k	£k	£k	£k	£k
Review of external day services for older people, including closure of Jubilee Gardens and Family Care Trust contracts moved from block to spot	227	225					452
Review of in-house services, including closure of Brookvale and deletion of budgets for vacant posts			200	220			420
Review of Transport Service vehicles and routes				200			200
Further review of external day services for older people. Cease to fund St Leonard's and Shepherdson Court contract moved from block to spot					139		139
Review of in-house services for working age adults, including relocation of Green Acres to Park View and review of management and staffing structures					302	174	476
	<b>227</b>	<b>225</b>	<b>200</b>	<b>420</b>	<b>441</b>	<b>174</b>	<b>1687</b>

The balance of savings to date across in-house and externally provided sectors is shown in the following table.

	£k
In-house	896
External	591
Transport	200
<b>Total</b>	<b>1687</b>

In addition to the £1.687m of annual savings delivered to date, the Council's Medium Term Financial Strategy includes further targets of £0.100m in 2018/19 and £0.326m in 2019/20.

The numbers of people attending day services continues to fall. This suggests that the model of service offered to older adults is not attractive to new people requiring care and support and that we need to work with the people of Solihull to develop new service models that better deliver what they want.

## **2.2. Previous engagement and consultation – views of people attending and their family/carers**

### **Key messages from people attending day services:**

As part of the previous re-design of day services during 2014 and 2015 Solihull Council sent out questionnaires and held events and workshops for adults and older adults attending day services.

A group of people with learning disabilities from Bacon's End and Park View day services were supported to make a DVD in which they challenged viewers to reflect upon the opportunities available to them and highlighted the things that they would like to do. Powerfully their message was about being able to have ordinary lives; to make a contribution to their communities, to work and have fun.

The key messages that came out of these engagement events were as follows:

### **Adults with a learning disability:**

- a fear that closing the building would mean ending the services and a fear of losing friends.  
*"...it would make me upset, I don't want it to close. I like my friends here..."*
- the importance of having enjoyable and meaningful things to do including for some people having a job.  
*"...I think it is a good idea for more people to be helped to get jobs..."*  
*"...I want to still do gardening and badminton..."*  
*"...I could go to College that would be good!"*
- Positive comments about existing community activities and bases:  
*"...like playing tennis at the sports centre and I like walking on Thursdays"*  
*"I like going out especially walking, out for a meal and sailing."*  
*"...As long as I don't lose any of my activities I don't mind any changes..."*

### **Older Adults:**

- Many older adults responding (68.1%) felt that day care offers the most appropriate response to meeting their needs and they would not want to



consider receiving a personal budget as an alternative to attendance at day services.

- 49% of respondents stated that unused places at day centres were due to the cost being too expensive
- Clear preference expressed by 96% of users and 99% of carers to keep standard opening hours of the day centres. Some interest in opening at weekends, bank holidays and evenings but not early mornings.
- Approximately 40% of respondents reported some preparedness to travel between 3-5 miles or up to 30 minutes to receive day care.
- Almost 92% of people said that they did not have access to personal transport.
- Responses indicated that day services should focus on people with the greatest need thereby reducing the need for more intensive forms of care and support.

### **Key messages from carers**

#### **Carers of adults with a learning disability:**

- Safety, risk and vulnerability – a concern from carers that if people spend time in the community their vulnerability would be increased.
- That the re-design of day services was purely about saving money
- Anxiety about change – some carers were worried that their son or daughter could not cope with change; others felt that whilst the hub model might work well with some it wouldn't for others.
- People with high support needs – some family carers expressed a concern that the creation of hubs shouldn't exclude people with high support needs.
- Re-investment in the North of the Borough – resources from the sale of Bacon's End should be used for the benefit of the Bacon's End clients ie new hub provision in the North.

#### **Carers of older adults:**

- 78% of carers thought that their family member's need for day services was increasing.
- 40% of carers responded stating that they would no longer be able to provide care at home if day services were not available.
- Support was expressed to reduce costs by opening up day centres for other providers/people to use stating that this could support corporate work within the Council to co-locate provision of service delivery.
- The key consequences of not being able to attend day services were characterised by the following:
  - Increased isolation
  - Increased mental health problems
  - Decreased stimulation and loss of independent living skills
  - Loss of respite for the carer

- Loss of preventative benefits
- Loss of health benefits
- Increased safeguarding concerns

### **2.3. Our successes**

Despite concerns being expressed by carers of adults with a learning disability that greater access to the community would make their son/daughters more vulnerable this has not been evident with the move to the community hub model.

Changes to day services for older adults were delivered with minimal negative impact on those attending day services. All people were supported into other services locally and people were supported by advocates and day services staff to ensure that changes were handled sensitively; that people had a choice of alternative provision and that they had the opportunity, where a centre was closing, to try out alternative services in advance of any move.

### **2.4. Our Challenges**

- Population changes – The population of older adults has and is predicted to continue to rise sharply for the foreseeable future.
- Impact of loneliness – loneliness and isolation are harmful to health and social networks and opportunities are vital to ensuring independence.
- Changing expectations – new and future service users have experienced a better living standard than ever before and they expect this to continue into old age. The types of services that people want to access are changing and their expectations of these services are also changing.
- Resources – like all other authorities Solihull Council is facing unprecedented financial pressures at the same time as demand for support is increasing. To deliver the range of support and care that is articulated within this strategy will require the Council to reduce expenditure on buildings and transport and increase investment in community assets and employment.

Solihull Council wants to work with communities to develop community resilience so that individuals can access services available to them in their communities. For people to engage in community activities there needs to be a wide range of community assets which the Council should ensure are in place including access to community centres, leisure centres, parks etc. This requires a corporate approach within the Council

Many of the community centres are Council owned buildings and current leases do not always enable organisations operating out of them the ability to

“sweat the asset”. Some of the buildings out of which community organisations operate could bring in additional income out of hours from renting out the space, putting on ticketed events etc that would generate income to further invest in the development of community services and support.

## 2.5. Why this strategy?

The challenges listed above highlight why action is needed to build a stronger and more sustainable day opportunities offer for people living in Solihull. We need to find a way of supporting people to access the support and activities that:

- they enjoy,
- which are therapeutic and reabling,
- which maintain or enhance the skills needed for them to remain at home and
- which provide much needed respite for carers.

We need to achieve this within an environment of reducing resources and increasing demand for care and support.

## 2.6. Scope of the strategy

This strategy is for adults with disabilities, older adults and older adults with dementia.

## 2.7. Strategic Direction

Our vision is to commission day opportunities that promote independence through constructive, purposeful and safe activities, that help people to feel a part of and connected to their community and which provide much needed respite for carers. In line with previous National Strategies we have developed a focus on how people can “have a good day in Solihull”.

### **What are the key principles to be embedded within any new day opportunity model?**

***An ordinary context*** – real activities should take place in real settings with natural supports from co-participants in an activity. A full and flexible service would support activities through the working week, in the evenings and at weekends. This would be really difficult and very expensive to deliver within existing day opportunities service models.

**Organisation** – clear outcomes identified relating to participation, independence, relationships and choice. Sufficient support should be provided to ensure that carers are able to pursue their own careers/interests.

**Quality** – activities should suit individual interests and concerns. Such activities should enable people to develop their skills and potential with a special emphasis given to the achievement of paid employment.

***Delivering these key principles will require there to be:***

- *Partnership with people and their families* – this means that people using services and their families should be central to the process of modernisation.
- *Leadership* – a need for change agents at a local level. Families can and should be involved as change leaders as they can influence other families in ways that managers and paid staff cannot.
- *Changing the culture in services* – there is a danger that without addressing the underlying culture “the day service” model may just move into a more community setting. To counter this change agents and leaders will need to raise awareness of what is good about existing services, what needs to change and learning from examples of good practice elsewhere.
- *Person centred planning for and with individuals* – person-centred planning does enhance people’s community involvement, contact with friends, contact with family and choice. However person centred planning appeared to have no impact on access to more inclusive social networks, employment, physical activity and medication.
- *Individualised funding and direct payments* – Research has shown that direct payments can help people to gain confidence, develop new skills and access for individualised packages of support. High levels of satisfaction have been reported among direct payment recipients compared to those using conventional services related to the opportunity to exercise greater choice and control over their support and benefits to their quality of health and social life.
- *Staff development* – there is evidence that it is the skills and attitudes of staff that add value to a service rather than the building or the number of people attending.
- *Community capacity building* – good social support not only increases community participation but people are more likely to undertake activities on their own and less likely to undertake group or supervised activities, if they are able to choose their own support. Access is a key issue in community capacity building, especially relating to transport.
- *Transport* - Gaining access to private and public transport is central to increasing people’s choices, making their lifestyle more varied and improving

the overall quality of their lives. Transport can account for a substantial part of a day services budget and may result in poor service characterised by long journeys and inefficiency. Any new model should not involve people being bussed into a centre to be then bussed over to a community based activity.

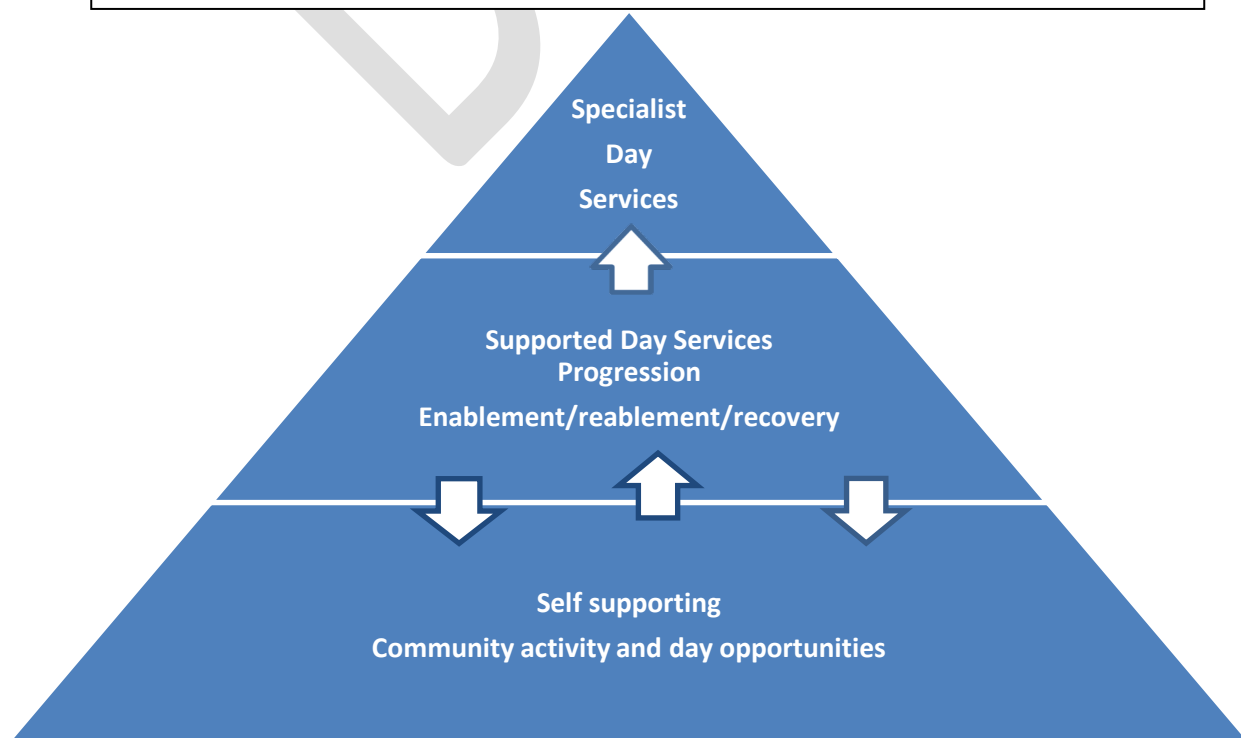
- *Work, jobs and employment* –work builds confidence and self esteem changing the way people are viewed by family and peers. Yet very few adults with a LD are in paid employment despite access to jobs and employment being given the highest priority in repeated survey's of people's aspirations.

### Day opportunities model

Delivering our vision for day opportunities going forward will be achieved through the development of the market to offer day opportunities across three levels:

- self supporting community activity
- supported day opportunities
- specialist day opportunities

#### Proposed day opportunities model for Solihull.



## **Self supporting community activity and day opportunities**

This element of day opportunities support requires a corporate approach across the Council and NHS to properly establish the strength in the community that is required in support of the prevention agenda. This level of day opportunities is about empowering people to develop support networks and engage in community activities with the aim of reducing social isolation and loneliness across Solihull. Loneliness and social isolation are harmful to our health: research shows that lacking social connections is as damaging to our health as smoking 15 cigarettes a day (Holt-Lunstad, 2015). Social networks and friendships not only have an impact on reducing the risk of mortality or developing certain diseases, but they also help individuals to recover when they do fall ill (Marmot, 2010). One study concludes lonely people have a 64% increased chance of developing clinical dementia (Holwerda et al, 2012)

Academic research is clear that preventing and alleviating loneliness is vital to enabling older people to remain as independent as possible.

What will this look like?

We will look to community groups to offer opportunities that help to:

- prevent people feeling lonely and isolated;
- provide support to carers;
- offer volunteering roles;
- support the sharing and development of skills and knowledge and
- provide peer led solutions to meet individual needs.

Support of this kind is vital to reducing the need for support from statutory services based upon the principle that the solutions that many people have to address their care and support needs rest within themselves, their families, social networks and surrounding communities. This is a process of continually building upon and developing people's skills, confidence and abilities in different areas of life.

What do we need to consider in order to deliver this?

- How the day opportunities strategy fits within the wider prevention and early help strategy held by Stronger Communities and Public Health
- How we can support local communities to build capacity to deliver activities that support a reduction in social isolation and loneliness across Solihull. To get an understanding of what is already being considered/commissioned by different directorates of the Council? Understand who needs to own this to ensure that it is delivered?

- What is the wider Council role in ensuring that there is access to community centres, leisure centres, parks etc that are affordable to individuals or groups.
- What is the Council's role in enabling community organisations to generate income from Council buildings to support further development of community activities and day opportunities?
- Should we identify a small sparks resource that community groups can bid into to pump prime new initiatives?
- Need to look at more efficient and flexible methods of transport.
- Helping to signpost the sector to charitable funds, non recurrent grants etc to help pump prime the establishment of community activities and assets.

### **Supported day services:**

We want to commission services that are specifically designed to enable individuals to access support within their communities to develop/maintain/regain skills of independence. Services will need to have a strong focus on enablement developing people's capabilities to do things for themselves and to become more independent.

Supported day services should contribute to enabling people to achieve the following outcomes:

- People are able to remain in their own home or are able to live in accommodation that gives them maximum independence such as those living in sheltered/extra care accommodation.
- People are supported to regain or develop daily living skills
- People are supported to be able to manage their finances, benefits or debts.
- People of working age are supported to access education and training opportunities to help those who want to work to become work ready.
- People are able to retain or enter paid employment
- People are able to access positive activities and support in their local community

For adults of working age day opportunities should focus on developing skills for employment and independence through progression and enablement wherever possible. This element of provision will need to have strong links with wider Council commissioned employment and skills services to maximise the opportunities afforded to people using resources as efficiently and effectively as possible to support as many people as possible within the resources available.

For older people we want to ensure that day opportunities focus on maintaining/regaining skills of independence, whilst those without re-ablement capability still have access to purposeful activity in a safe environment.

For carers we want to ensure that their needs as carers are recognised and that day opportunity services provide purposeful activity for the person that they care for.

It is our intention to move away from block contracted provision delivered from building based centres. We want to encourage more people to take up personal budgets so that they can make their own choice about the services/support that will best meet their assessed needs.

Where building based services are required these buildings need to be accessible to the local community and wherever possible used by other groups of people and be fully adapted for disabled access. Again this requires a corporate approach so that access to such facilities by the community is free/affordable where demonstrated that such groups are supporting achievement of the Council's priorities.

What do we need to consider in order to deliver this?

- We want to encourage people with assessed social care needs to take personal budgets in the knowledge that there is a wide range of support /services available to meet their needs.
- Review block contracts for day services
- Review of the current spot contract and service specification
- A more co-ordinated approach across day services and employment support services
- We must ensure that the development of the market:
  - Encourages individuals to find their own solutions
  - Encourages more services to develop within the community offering a person centred approach to day opportunities
  - Supports providers to recognise that as much as possible should be done to encourage individuals along a pathway into independence and no longer view day services for working age adults as life long services.

### **Specialist day services:**

We recognise that there will be individuals that require specialist support above and beyond what can easily be provided from community centres. The Council has a duty of care to ensure that these individuals have access to purposeful activities in a safe environment. Where specialist environments and equipment are required to meet presenting needs consideration of how best this can be provided need to be considered. There are a number of options that will be considered:

- Continued commissioning of a specialist centre(s)
- Scoping potential options for specialist day support to be delivered by Care Homes/Extra Care Housing Providers.
- Scoping the potential to enhance community buildings to have the equipment, changing facilities etc that would enable them to be accessed by all client groups.



With all of the above options there will be a need for people to be supported by staff with the specialist skills and expertise to meet the complex needs of clients requiring support.

Specialist day services should support people to achieve the following outcomes:

- People are able to remain in their own home
- People are supported to maintain/develop/regain skills for more independent living.
- Where people do not have the capability for re-ablement services should ensure the delivery of activities that are tailored to the needs and interests of the individual. A person centred approach must be evident in the planning of support and activities for people attending.
- People are able to access positive activities and support in their local community.
- Provide essential support and respite to carers.

What do we need to consider in order to deliver this?

- Review of spot and block contracts and service specification
- We must ensure that the development of the market offers purposeful day opportunities to the most vulnerable members of the community

### **3. Investment in day services**

The financial challenges being faced by local authorities means that it is imperative that resources are used effectively and that we maximise the value for every pound spent. As the needs analysis will show the rise in the number of older adults is significant and this will impact on future demand for care and support. There needs to be a greater focus on building resilience, helping people to remain independent for as long as possible.

To deliver the range of care and support that is articulated within this strategy will require us to reduce spend on buildings and transport and invest more resources in community assets and employment support. We need to scope the assets available and think more innovatively about how such assets can support the delivery of day opportunities and day services locally.

#### **3.1 Current spend**

Solihull Council currently supports 308 people to access day services/day opportunities at a cost of £2.961m. Of these 285 people are accessing day

services/opportunities in borough.

	In-House		Independent		Total	
	Service Users	Annual Expenditure (£k)	Service Users	Annual Expenditure (£k)	Service Users	Annual Expenditure (£k)
Older People	47	345	35	191	82	536
Learning Disabilities	116	1,188	81	788	197	1,976
Physical Disabilities	23	380	6	34	29	414
<b>TOTAL</b>	<b>186</b>	<b>1,913</b>	<b>122</b>	<b>1,013</b>	<b>308</b>	<b>2,926</b>

### 3.2 Financial environment:

Councils are increasingly operating within constrained financial environments and are having to look at how they can maximise the value out of every £1 spent.

For Solihull Council to manage within the resources available it has had to identify significant savings that need to be delivered across all areas of activity. The day services savings required to be delivered within the Council's current Medium Term Financial Strategy are £100,000 in 2018/19 and £326,000 in 2019/20. Plans to deliver these savings include:

- Further consolidation of in-house services for older people to match services to demand
- A further review of transport and opportunities for planning more efficient transport routes
- Further reviews of in-house and external services to ensure that we are making the best use of the capacity that exists in each sector
- A review of fees and charges to develop an offer that is more attractive to self-funders
- Identifying further operational efficiencies

Beyond the immediate savings requirements, sustainable and affordable services for the future can only be achieved through a more radical approach to the commissioning of day opportunities across Solihull as we know that demand for support is increasing at the same time that resources are reducing. What this is telling about the current day services available within Solihull is that although the number of older adults is increasing the demand for older adult day services is reducing suggesting that this is not a service that people are prepared to access at the price charged. We therefore need to look at the opportunities that the community and voluntary sector can bring. The community and voluntary

sector work out of centres rooted within local communities. Some of the activities that they deliver would benefit from more people attending so there is a potential benefit to them in working more closely with the Council in the delivery of day opportunities. There is certainly a key role in supporting the loneliness agenda which in itself would help support a future reduction in the demand for more intensive support services for people going forward.

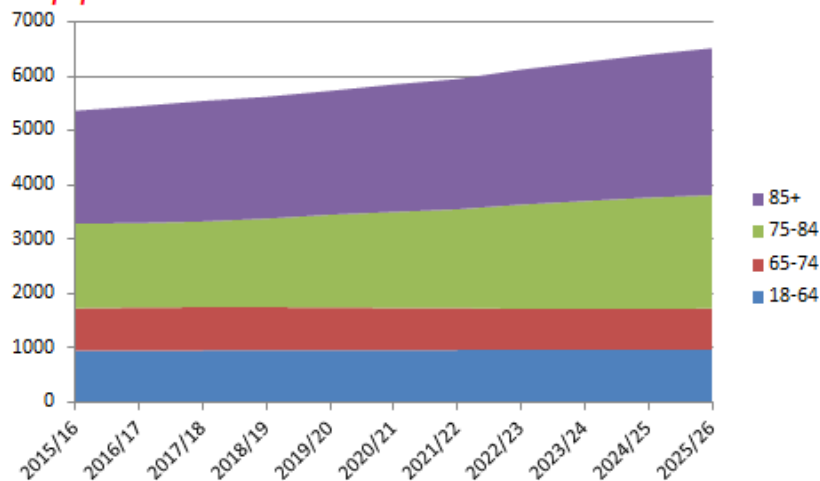
As can be seen in the section below the projection for the number of client requests for support is predicted to rise significantly over the next 7 years particularly in the 75-84 and 85+ age groups. In order to meet presenting needs within available resources will require the Council to look at more efficient and effective ways of meeting these needs.

#### 4. Needs Analysis:

##### 4.1 Demographics

### New Client Requests Baseline Projection

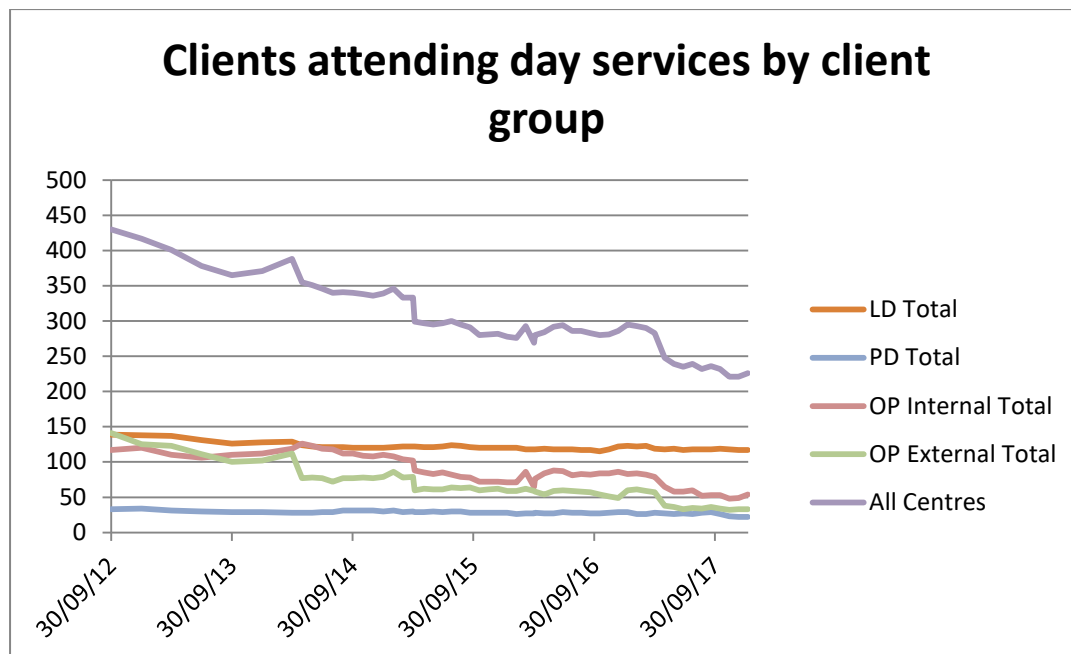
*Assumes that the proportion of client requests per 1,000 population remains constant over time*



Source: SMBC Care First, Solihull Observatory

Over the years the numbers of people choosing day services as a way of meeting their support needs has reduced and the number of void places within centres has increased. The graphs and tables below highlight the trend for access to day services. This reduction in the numbers of people attending are at a time when the numbers of older people requiring support is increasing.

## 4.2 Current service use



There are a number of reasons why people are not choosing day services to meet their support needs and these include:

- Traditional day services are not how people want to spend their day
- Cost of day services has increased significantly over the years and are not seen to be good value
- Availability of transport which is both expensive and inflexible

## 5. Taking this strategy forward

We will do this through:

- Strengthening communities – building community capacity will help individuals to find solutions that prevent, reduce or delay the need for public sector intervention and make use of existing community infrastructure and buildings where it exists and to create new approaches where it doesn't.
- Information, advice and advocacy – helping people to access information on day opportunities and activities that are available to them in their local community.
- A more targeted and co-ordinated approach to the use of money available to support the pump priming of new community services and initiatives that

support the achievement of this and other prevention and early help strategies.

- Volunteering – stimulating individual and reciprocal activity through volunteering opportunities locally.
- A more co-ordinated approach between day opportunity services and employment support services. Day opportunities delivering activities that help people who want to work to become work ready and for them then to be supported to find work through the employment support services pathway available within Solihull.
- Improving knowledge of and strengthening links to direct payment information and advice and direct payment payroll and managed account based services.
- The commissioning of specialist provision for those with the most complex needs.
- A more co-ordinated cross council commissioning approach to include Stronger Communities, Public Health and Adult Care and Support.

## **6. Strategy Development Action Plan**

Project Governance	ACS Transformation Board			
	Joint Asset Management Group	Disability Services Board	Community Wellbeing Services Board	Stronger Communities Board
	Day Opportunities Development Board Chair Sue Dale/Karen Murphy			
Workstreams	Independent Sector Externally Commissioned Services		In-house Provider Services	
Workstream Leads	Julia Phillips		Mike Strauss	
Milestone 1 (October 2018 to March 2019)	<p>Each workstream will map current services against the Commissioning Strategy and produce a Service Development Plan to address the following:</p> <ul style="list-style-type: none"> <li>- Identify gaps in current provision and how they will be filled</li> <li>- Potential for new services e.g. new activities, sessional activities</li> <li>- Services to be decommissioned</li> <li>- Building requirements</li> <li>-Transport requirements</li> <li>-The digital offer</li> <li>-Options for partnership working with VCS/Health/Private Sector</li> <li>-How to track outcomes for people who use the services</li> <li>-Support for Carers</li> <li>-Engagement with self funders</li> <li>-Fees and charges</li> <li>-Unit costs and value for money</li> </ul>			
Milestone 2 (April to May 2019)	Review Plans - identify any overarching themes and resolve any overlaps.			
Milestone 3 (June to September 2019)	Engage with the market and with service users and carers, and staff. Further review plans to take account of feedback, including Members feedback via Scrutiny			
Milestone 4 (October 2019)	Remodelled service proposals to Transformation Board and CPH for approval			
Milestone 5 - (October 2019 to April 2020)	Implementation phase - details and timeframes will be subject to the proposals that are developed.			

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