

# CHESHIRE EAST COUNCIL

## REPORT TO: CABINET

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**Date of Meeting:** 9 January 2012  
**Report of:** Lorraine Butcher, Strategic Director Children, Families and Adults  
**Subject/Title:** Improvements in the delivery of Adult Social Care Services – Building Based Services – Interim Report  
**Portfolio Holder:** Cllr Roland Domleo

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### 1.0 Report Summary

- 1.1 Cabinet approved (5 Sept 2011) an earlier report regarding proposals to enhance facilities and potentially transfer some day and short breaks services from Bexton Court (Knutsford), Peatfields (Macclesfield), Dean Row (Wilmslow), the Stanley Centre (Knutsford) and Queens Drive (Nantwich). That report also proposed a period of consultation regarding the proposed changes and requested that further work be undertaken to prepare detailed business cases for any investment in buildings and/or transfer of services with a subsequent report to Cabinet to follow
- 1.2 Cabinet was informed that the matter would return to it for a decision in December 2011. Due to the range of alternative suggestions received as part of the consultation it is clear that it will not be possible to develop a final report within the original timescales. It is now envisaged that this will be available by March 2012.
- 1.3 This report is being provided to Cabinet as a matter of courtesy as information was expected to be received in December 2011 and it provides a progress report on the consultation and the timescales for preparation of the required business cases(s).

### 2.0 Decisions Requested

- 2.1 Acknowledging that the Consultation Period has not yet concluded (at the time of writing) Cabinet is asked to note the importance of taking relevant inputs into account when preparing business case proposals. It notes that the full findings of the consultation will be reported at a future date.
- 2.2 Cabinet endorses the continuing work to develop robust proposals for each locality and also endorses the work with Local Engagement Groups in Knutsford, Crewe & Nantwich and Macclesfield which include carer and service user representatives. Negotiations with alternative service partners and stakeholders are also endorsed

### **3.0 Reasons for Recommendation**

#### **3.1 These recommendations are designed to achieve the following:**

- 3.1.1 The delay proposed is purposeful in that it will ensure that views of users of services, their carers and other interested parties are fully considered in the development of policy and service design.
- 3.1.2 To ensure that day and short breaks services are provided in a 'personalised' but cost-effective way and within buildings that are fit for purpose.
- 3.1.3 To enable any proposed changes agreed by Cabinet in respect of the delivery of day care/respite services to be implemented as soon as possible in the new financial year, which should enable impacts on budgets to be clear at the earliest opportunity.
- 3.1.4 To improve the variety and quality of services which are available to customers.
- 3.1.5 To underline the Council's commitment to enhancing services and to ensure that its statutory duty will continue to be met.

### **4.0 Wards Affected**

- 4.1 All affected as the requirement on Officers is to consider all services within social care and other relevant Council services, particularly those in Health and Wellbeing.

### **5.0 Local Ward Members**

- 5.1 All

### **6.0 Policy Implications including - Carbon reduction - Health**

- 6.1 Net Carbon Reduction – proposals that make more intensive use of buildings have the potential to reduce overall energy consumption, especially energy delivered by carbon producing energy sources.
- 6.2 Health – these proposals are consistent with developing the role of the Council in supporting and improving the health of its population.

### **7.0 Financial Implications (Authorised by the Borough Treasurer)**

- 7.1 The proposals, and the business cases to follow, are consistent with the pressing need to meet challenging financial targets contained within the 2011/12 budget.
- 7.2 Financial efficiency targets are already incorporated within the Budget for 2011/12, and the delay in delivery against these targets has already had significant financial implications. The Council invests around £8.5 million a year in building-based social care services, and at present these are operating at only 65% of capacity vs. a target of 85%, which represents a significant efficiency improvement opportunity of around £1.7 million a year. It is therefore imperative that the Council completes all necessary

processes as soon as possible, and takes the decisions that deliver against the relevant lines in the budget to prevent / minimise any further slippage.

## **8.0 Legal Implications (Authorised by the Borough Solicitor)**

- 8.1 The consultation undertaken is due to conclude on 13 December 2011. It is imperative that the outcome of that consultation is fully considered and taken into account in any proposals for future service delivery. Therefore before making a final decision on this matter, Cabinet will need to be confident that officers have had sufficient time to consider the outcome of the consultation, clarify issues and work up appropriate proposals.
- 8.2 Under the Equalities Act 2010, an Equality Impact Assessment must be completed before reaching any final decision to substantially vary any service provision. This will be provided with the final report due March 2012.

## **9.0 Risk Management**

- 9.1 The processes suggested in this report are important to assist the achievement of the budget for adult social care. This is the highest risk budget within the Council so timely implementation of action would assist greatly in achieving budget savings.
- 9.2 There is an equal risk to the Council from the failure to deliver statutory levels of care to those with critical or substantial care needs. All changes will therefore have to be considered against the possible impact on this statutory duty.

## **10.0 Background**

- 10.1 Customer demand has changed over time for day and respite services. One of the key factors in this has been personalisation. This has allowed service users to opt to purchase services from the independent sector via a direct payment rather than receiving them from the Council. As such, it gives them the opportunity for greater choice and control.
- 10.2 The Council has recognised that it must respond to rising expectations of service quality. Following the Cabinet Paper in January 2011 on Lifestyle Centres, pilots have taken place for interested service users with lower levels of need at Wilmslow and Macclesfield Leisure Centres. These pilots have offered service users greater choice and variety in services, offering the potential for real enhancement in quality of life. They therefore offer a genuinely empowering alternative to existing day services for some service users.
- 10.3 A consequence of these two factors has been that a number of Council day services are experiencing significant under capacity. This means these services are disproportionately expensive in relation to the number of customers they assist.
- 10.4 A first stage to addressing these concerns was the consideration of transferring services from Bexton Court, Peatfields, Dean Row, the Stanley Centre and Queens Drive. This would generate financial efficiency savings and the potential for capital receipts subject to the future use of buildings. There is also a need to invest in the

remaining building stock since some facilities are below standard. This will also allow the lifestyle approach to be developed.

## **11.0 Progress to date**

- 11.1 The consultation covering the initial proposals has provoked a strong response from customers, carers and the general public. This is particularly true of Knutsford but also applies in Crewe & Nantwich. A total of 111 people attended the public meetings, a further 278 attended customer meetings and a total of 183 questionnaire responses have been received. We have also experienced a large number of FoI requests focussing on the detail behind those initial proposals and there has been significant media coverage
- 11.2 Without prejudging the outcome of the consultation some key factors have emerged:
- There is a strong desire for some local day service provision in Knutsford
  - There is a strong desire for some local respite provision in Crewe
  - Several organisations have expressed an interest in working with us to explore alternative service offerings
  - A number of other alternatives have been suggested, all of which require further investigation in order to establish their viability
- 11.3 A summary of the main options that have been/are being explored is attached as Appendix A. Some have already been discounted for a variety of reasons.
- 11.4 It should be noted that **none of the above assumes these will be the final solutions proposed.**
- 11.5 Local Engagement Groups have been/are being established in Knutsford, Crewe & Nantwich and Macclesfield to explore the options available and make final recommendations to be included in a subsequent cabinet paper and supporting business case

The background papers relating to this report can be inspected by contacting the report writer:

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**Appendix A attached:**