Options Appraisal
Age Concern Day services

Following a full consultation with Age Concern Cheshire service users about the current day service provision managers have considered 4 options for the future.

<table>
<thead>
<tr>
<th>Option</th>
<th>Comment</th>
<th>Risks</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Do Nothing</td>
<td>• Age Concern continue to provide the current day service activity</td>
<td>• Should Age Concern not agree to take on day service then current users at risk</td>
</tr>
<tr>
<td></td>
<td>• Centres remain the same</td>
<td>• Loss of additional day centres</td>
</tr>
<tr>
<td></td>
<td>• Levels of referrals dependant on needs</td>
<td>• Service at risk</td>
</tr>
<tr>
<td>Option</td>
<td>Comment</td>
<td>Risks</td>
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</table>
| 2. Centre (s) become a stand alone service | • Individual centres may have a desire to establish an independent day service within their local community.  
• A potential provider has indicated that they wish to provide the same service to their local community as currently provided by Age Concern.  
• Managers considered that the potential provider could provide the service as a community management board applying for funding through for example the National Lottery, grant funding (Funds from Parish councils) or operating on a social enterprise model  
• Consider how / if grant funding could be paid and also at what percentage of the current cost to Age Concern this may be. Cheshire East Council could pay a start up grant based on a years running and staffing costs  
• The Centre’s management board may wish to ask the current centre leader to work for them as a paid staff member delivering a local service within their local community. | • Assess risks with advice from legal, corporate procurement, and contracts staff.  
• The new organisation cannot sustain the financial commitments for the ongoing operation of the service  
• Current agreements with accommodation providers may not be possible to continue under new arrangements, as they may have been provided through contract negotiation with Age Concern and the provider  
• TUPE implications  
• Access to transport limited for the transportation of day centre users  
• Non Sustainable  
• Does not have a sound and robust business case  
• No statutory models for monitoring quality and safeguarding  
• Organisation does not have experience of running socially based day services |
<table>
<thead>
<tr>
<th>Option</th>
<th>Comment</th>
<th>Risks</th>
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</table>
| 3. Invitation to Tender| • In the event that Age Concern withdraw from the current service in April 2011 consideration could be given to publish Pre Qualifying Questionnaires (PQQ) for the provision of day services currently operated by Age Concern.  
  • PQQ and tender would be costed at a set delivery price  
  • Tender would also include expected outcomes evidence, links to personalisation and wider community involvement for service users referred to the service  
  • Successful expressions of interest  
  • Alternatively, another provider (e.g. Wishing Well) may come forward through the tendering stage and provide the service to some or all of the Day Centres. | • No organisation express an interest  
  • Organisation does not have experience of running socially based day services  
  • Access to transport limited  
  • Non Sustainable  
  • Does not have a sound and robust business case  
  • No statutory models for monitoring quality and safeguarding  
  • Loss of volunteer support  
  • The Organisation does not know the geographic area  
  • Unknown ‘quantity’ in respect of national expressions of interest in the tender. |
<table>
<thead>
<tr>
<th>Option</th>
<th>Comment</th>
<th>Risks</th>
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</thead>
<tbody>
<tr>
<td>4. Individual Day Centre leader Franchising under Age Concern brand.</td>
<td>• The current Centre Leader may wish to set up in their own business delivering the day care and could access support with Business Link to aid the growth of a local small business &lt;br&gt; • There could be an opportunity to access the support of Age Concern for training, health and safety etc &lt;br&gt; • The person may wish to take on a number of existing services from the current provision and increase the size of their business &lt;br&gt; • The project may have to go out to tender for 2011 and onwards. &lt;br&gt; • Cost projections are currently a ‘best guess’ based on existing usage which may not continue if there are no waiting lists for the service.</td>
<td>• Funding streams not available to manage the initial set up costs &lt;br&gt; • Isolated due to being sole trader &lt;br&gt; • Service users not supported within the personalisation agenda &lt;br&gt; • Access to transport limited &lt;br&gt; • Non Sustainable &lt;br&gt; • Does not have a sound and robust business case &lt;br&gt; • No statutory models for monitoring quality and safeguarding &lt;br&gt; • TUPE</td>
</tr>
<tr>
<td>Option</td>
<td>Comment</td>
<td>Risks</td>
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<tr>
<td>----------------------------------------------------------------------</td>
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<tr>
<td>5. To ask an outside organisation to ‘bid’ to provide the service.</td>
<td><strong>This is the proposal from Wishing Well – To run 6 of the Day Centres.</strong></td>
<td></td>
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<tr>
<td></td>
<td><strong>Introduction</strong></td>
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<tr>
<td></td>
<td>The stated central aim of the Wishing Well Project is: ‘To improve the health, well-being and quality of life of the people living in Crewe through a holistic approach.’</td>
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<tr>
<td></td>
<td>The five objectives that were identified to contribute to that aim in 1998 at the inception of the project were:</td>
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<tr>
<td></td>
<td>To deliver a weekly programme of multi-activity sessions at different venues in Crewe (extended from the West End of Crewe only)</td>
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<tr>
<td></td>
<td>o To improve the general health and wellbeing of Crewe residents</td>
<td></td>
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<tr>
<td></td>
<td>o To improve and develop the personal skills of Crewe residents</td>
<td></td>
</tr>
<tr>
<td></td>
<td>o To reduce the levels of family stress</td>
<td></td>
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<tr>
<td></td>
<td>o To improve community relationships and community spirit of Crewe</td>
<td></td>
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<tr>
<td></td>
<td>Wishing Well changed its status 2 years ago and began trading as a social enterprise aiming to improve the health and wellbeing of the local people of Crewe and District through the provision of a range of participative activities and learning opportunities. Most of these activities have been identified and requested by the community themselves. It has grown into a thriving community support system providing a wide range of health related services and activities to local people and is highly valued by health and social care professionals working with patients and clients living in the area.</td>
<td></td>
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<tr>
<td></td>
<td>In the past two years Wishing Well has successfully developed a ‘healthy eating’ catering service, set up and managed a community café in the local Health and Well</td>
<td></td>
</tr>
</tbody>
</table>
Being Centre and provided luncheon to older people attending weekly social events. We actively promote healthy eating offering workshops on nutrition, cookery and weight management and alongside this we offer opportunities for exercise ranging from seated exercise, dance, walking and bowls.

Through our consultation and experience of working with the elders it has become clear that they are driven to learn with many of them taking part in our established, thriving programme of learning which covers the following topics: computer classes, genealogy, gardening, line dancing, English, maths, art, scrap booking, assertiveness and photography. This programme is free of charge and is changed each term to include suggestions from existing or new learners. These classes consist of mixed age groups and reflect our community and cultures.

Wishing Well is interested in applying to take on the delivery of extra services for the elderly including what was known as day care services. Although the basic aim to provide a healthy meal and activities for participants will remain the same this project will be about change. We will start the whole process by consulting with current attendees to ask how they would like the service to be run. We will recruit volunteers from the local community to help support the running of the groups and also recruit volunteers from within the groups. We will consider the skills and aspirations of individuals rather than focusing on what they can’t do or have difficulty with. We will encourage them to take part in training events and to join our Lifelong Learning scheme.

The whole aim of Wishing Well is to improve health and well being and we find that being of use to others and to have opportunities to learn are two of the main components to a healthy attitude to life.

Wishing Well will provide an advice and sign posting service so that the elders can decide which speakers/advisors they want in from other organizations to perhaps cover such topics as benefits, housing, carers etc and offer services to improve self esteem such as exercise, self care, art, computer classes, gardening, photography, knitting, sewing, singing and dancing.
We will encourage members and assist them to control fund raising for trips out to the theatre/seaside/historical buildings etc this will help with organizational skills and motivation.

When members are too sick or are unable to attend sessions we will, on request, deliver meals to their homes thus providing contact for our members and reassurance for families.

Working in this way will ensure that rather than costs of running the project rising each year they will steadily reduce as the service becomes owned more by the community and group members.

More importantly it will give our elders a new lease of life in which they have more independence, control and lots of opportunities. They can offer help and support to others in their community as they share skills and expertise which in turn will enhance their well being and the well being of others.

**Costings**

<table>
<thead>
<tr>
<th>income</th>
<th>Per week</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 venues</td>
<td>£900</td>
</tr>
<tr>
<td>20 people</td>
<td>£7.50 pp</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>outgoings</th>
<th>Per week</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff costs</td>
<td></td>
</tr>
<tr>
<td>Manager/development officer</td>
<td>180</td>
</tr>
<tr>
<td>15 hours</td>
<td>X £ 12</td>
</tr>
<tr>
<td>1 cook</td>
<td>216</td>
</tr>
<tr>
<td>24 hours</td>
<td>X £ 9</td>
</tr>
<tr>
<td>1 cooks assistant</td>
<td>112</td>
</tr>
<tr>
<td>16 hours</td>
<td>X £ 7</td>
</tr>
<tr>
<td>Description</td>
<td>Hours</td>
</tr>
<tr>
<td>-------------------------------------------------</td>
<td>-------</td>
</tr>
<tr>
<td>1 activity organizer/session supervisor</td>
<td>30</td>
</tr>
<tr>
<td>1 administrator</td>
<td>15</td>
</tr>
<tr>
<td>Supervision</td>
<td>5</td>
</tr>
<tr>
<td>Sub total</td>
<td></td>
</tr>
<tr>
<td>Staff oncosts @ 25%</td>
<td></td>
</tr>
<tr>
<td><strong>Total staff costs per week</strong></td>
<td></td>
</tr>
<tr>
<td>Materials for act.</td>
<td></td>
</tr>
<tr>
<td>Office supplies</td>
<td></td>
</tr>
<tr>
<td>Other office costs, telephone, printer, computer</td>
<td></td>
</tr>
<tr>
<td>Vehicle hire</td>
<td></td>
</tr>
<tr>
<td>Venue costs</td>
<td></td>
</tr>
<tr>
<td>Kitchen hire</td>
<td></td>
</tr>
<tr>
<td>Costs of foods and refreshments</td>
<td></td>
</tr>
<tr>
<td>Promotional materials</td>
<td></td>
</tr>
<tr>
<td>Item</td>
<td>Weekly Cost</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>-------------</td>
</tr>
<tr>
<td>Other weekly costs</td>
<td>1,365</td>
</tr>
<tr>
<td>Total costs per year of running service</td>
<td></td>
</tr>
<tr>
<td>Costs of training for staff and volunteers, certification costs, crb costs for vols and staff</td>
<td>1750</td>
</tr>
<tr>
<td>Setting up/operating costs</td>
<td></td>
</tr>
<tr>
<td>Insulated carriers, cooking vessels, utensils, storage containers, cleaning materials. Crockery, cutlery and other tableware</td>
<td>1600</td>
</tr>
<tr>
<td></td>
<td></td>
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<td></td>
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</tbody>
</table>
Shortfall and amount asked for to continue to run and develop service | £87,425

This is the proposal from Audlem Parish Council to run the Audlem Day Centre as a ‘stand alone’ service.

AUDLEM DAY SERVICES DRAFT BUSINESS PLAN

DRAFT 3 - 19TH October 2010

Introduction

1 Voluntary service to older people in Audlem has a proud history of over 30 years, starting with a lunch club at Thornton House, expanding to meals of wheels under the WRVS, via a Tea Club into the current day service provision under the auspices of Age Concern Cheshire. Currently 13 volunteers support the services, many with long years of service.

2 Following Age Concern decision to close the service as being old fashioned and costly, the Parish Council, with the support of the Patient Participation Group of the GP practice and local campaigners established a sub committee with the purpose of ensuring the day services continuation, possibly under a locally run committee.
3 It has been agreed to develop a draft business plan and to hold a public meeting with all interested parties to look to establish a local Community Trust to continue to run the service, under contract with Cheshire East Council, into the future.

4 At a meeting of the Parish Council Sub-Committee in September 2010, the following approach to the development of a business plan was endorsed. Further discussions with Cheshire East lead managers was agreed as was the need to seek a three year contract, in the first instance.

### Aims of the Service

5 These are to:

- To achieve sustainability of the service into the future
- To add value by maximising local community effort, skills and experience
- To enable participation in running the service by service users, carers and staff
- To promote independence, dignity and respect
- To provide more choice, control and individual approaches for older people
- To ensure that local needs and wishes drive the development of the service
- To be a responsive provider with Cheshire East Council
- To work closely with local GP Practice, Social Workers and Churches who refer people
- To promote the social inclusion, access and participation of older people in the community groups and clubs in the village via partnership working

### Opportunities

6 Running the service locally under a Community Trust with charitable status will also enable the following ambitions to be looked at:

- To improved health and well being outcomes for older people and to further reduce social isolation
- To promote partnerships with older people, carers, staff, social care and health providers, Audlem Medical Practice, local churches
- To expand provision to another half day per week for ‘tea club’
- To expand to provide personal care in partnership with an existing not-for-profit or private provider
- To utilise alternative venues in village to expand the number of places
- To provide similar support to other isolated and vulnerable groups in the village

**Option Appraisal for Community Trust**

7  There are various options to consider for the formation of a local community group to run the service. These include:

- a social enterprise which include staff, users and carers and local people
- a voluntary committee which could become a registered charity with nominated members from key partners including the Parish Council
- a service provided by the Parish Council via a co-opted committee
- a Community Trust with charitable status which includes staff, uses and carers with representation from the Parish Council, local Churches etc

8  The Parish Council Sub-Committee meeting on 15th September 2010 favoured the Community Trust approach as with the successful model of Audlem Public Hall. It was agreed that these options would be put to a public meeting, to coincide with the publication of the Consultation Document from Cheshire East.

**Finances**

9  Information provided by Age Concern indicates a unit cost of £38.50 per day. It is clear that running the service locally could be done for significantly less than the current costs of £23,250 pa. [Made up of £18,000 contribution from Cheshire East and £5,250 client contributions at £7.50 per day].
10 Discussions with Cheshire East indicate that the Council is looking to increase client charges across the board and to a suggested £10 per day specifically for Community Day Services. Also that all voluntary organisations have been written to indicating at least a 25% reduction in their grant income from April 2011.

11 The following draft costs show how a local Community Trust could continue to run the service with a contract contribution of 33% less than the current payment to Age Concern Cheshire.

<table>
<thead>
<tr>
<th>Item</th>
<th>Costs pa</th>
<th>Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leader @ 20 hrs per week @ £7.50 per hour + oncosts</td>
<td>8000</td>
<td></td>
</tr>
<tr>
<td>Admin/Finance support</td>
<td>2000</td>
<td></td>
</tr>
<tr>
<td>Relief cover for holiday and sickness</td>
<td>2500</td>
<td></td>
</tr>
<tr>
<td>Cook hours</td>
<td>2000</td>
<td></td>
</tr>
<tr>
<td>Rent</td>
<td>1500</td>
<td></td>
</tr>
<tr>
<td>Transport contribution</td>
<td>1000</td>
<td></td>
</tr>
<tr>
<td>Food costs</td>
<td>1000</td>
<td></td>
</tr>
<tr>
<td>Sundries</td>
<td>200</td>
<td></td>
</tr>
<tr>
<td>Staff/Volunteer Training</td>
<td>1000</td>
<td></td>
</tr>
<tr>
<td>Insurance</td>
<td>200</td>
<td></td>
</tr>
<tr>
<td>Service user contribution @ £10.00 per day @ 15 people @ 48 weeks</td>
<td>7,400</td>
<td></td>
</tr>
<tr>
<td>Cheshire East Contract</td>
<td>12,100</td>
<td></td>
</tr>
<tr>
<td>(current Age Concern Contract @ £18,000)</td>
<td></td>
<td></td>
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<tr>
<td>-----------------------------------------</td>
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<td></td>
</tr>
<tr>
<td><strong>Totals:</strong></td>
<td>19,400</td>
<td>19,400</td>
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</table>

**Cost/Benefit Analysis of a local Community Trust**

12 Overall costs to Cheshire East Council will be 33% less than current payment to Age Concern Cheshire

13 Added value will accrue via maximising community effort and involvement

14 Local flexibility and responsiveness to changing needs will be guaranteed as opposed to distant and autocratic decision making

15 Local volunteering will be enhanced with additional skills and experience including additional social care, finance and organisational expertise available for co-option onto the proposed Community Trust

16 The service will become sustainable into the future in partnership with Cheshire East Council and will fit with the Council preventive and localisation strategy

**Next Steps**

<table>
<thead>
<tr>
<th>October 2010</th>
<th>• To develop this business case in discussion with Cheshire East</th>
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</thead>
<tbody>
<tr>
<td>November 2010</td>
<td>• To attend Cheshire East’s Overview and Scrutiny Committee on 12\textsuperscript{th} November 2010 to support the proposal to continue to fund community day services for older people via locally run voluntary bodies</td>
</tr>
<tr>
<td></td>
<td>• To respond to the proposed Consultation Document on</td>
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options for the future delivery of day care and the Council's Preventive Strategy

- To hold a public meeting with all interested parties to discuss the way forward including options to constitute a new local community body to run the service
- To confirm with Cheshire East, at Director and Elected Member level, and with our MP, the willingness and commitment by Audlem to continue to run the service locally in a cost effective way
- To continue to publicise and lobby with regard to our proposals

| December 2010 | - To report back to Parish Council and Audlem Medical Practice Patient Participation Group
  - To establish the constitution of the new community body with appropriate articles of association, charitable status and possibly limited company status.
  - To achieve approved provider status with Cheshire East Council by completion of Pre Qualification Questionnaire (PQQ) to enable a bid for running the service to be made. |

| January 2011 | - To submit tender for running the service
  - To ensure a smooth transition to the proposed local management arrangements with full participation with services users, carers, staff and volunteers |

| April 2011 | - Day Service continues into the future run by a local community body |
As a Social Enterprise

Day Care

Centres

Age Well Cheshire

Business Plan
CONTENTS

1. Summary
2. Background
3. Competitors
4. SWOT Analysis
5. Objectives
6. Proposal
7. Financial Plan
8. Operational Plan
9. Risks

SUMMARY

BACKGROUND

COMPETITORS

SWOT ANALYSIS

OBJECTIVES

PROPOSAL

FINANCIAL PLAN

OPERATIONAL PLAN

RISKS
1. Summary

Age Concern Cheshire (ACC) is an independent charity serving Older People in the county of Cheshire. With over 20 years experience, ACC seeks to promote the well-being of all Older People in Cheshire and to make later life a fulfilling experience. In conjunction with Cheshire West & Chester and Cheshire East Local Authorities, ACC has provided Day Care to clients with Low to Moderate needs under contract. In line with Personalisation, ACC is currently undertaking a review of its Day Care Services.

The overall effect of the changes that are proposed would mean that ACC will be able to take on all day service and a wider range of clients. This model means that we will then be in a position to maintain their independent life style through achieving more outcomes with the support to maintain and grow the organisation for the future.

Through the process of reviewing the organisation, it became clear that there was a requirement to concentrate on two main categories of ACC’s SLAs:

- Older People
  - Advocacy, Information & Advice, Direct Payments, Support Brokerage, Voice of Older People
  - Expanded Supporting You Service
  - Day Care and Supporting You focusing on Health & Wellbeing including an
doing service that has focused on two main categories of ACC’s SLAs.

In November 2009 Age Concern Cheshire undertook a comprehensive organisation review. This included all services currently provided, particularly those funded by the local authorities and primary care trusts, to assess their long term viability in a predicted era of severe cutbacks.

It was viewed that there is a need for ACC to be pro-active and try to preserve the current ACC’s focus going forward needed to be inline with its own aims and objectives. This was done in a difficult financial environment, whilst meeting commissioner’s criteria that core funding in a Personalisation future that gives spending power to the client. Any solutions presented to both Cheshire West & Chester and Cheshire East Local Authorities would have to demonstrate strategic fit and offer value.

2. Background

and ensure full cost recovery with long standing sustainability.

An increased focus on providers who show best value for money whilst maintaining quality requires any services provided by our organisation to compete with existing and new providers. Age Concern Cheshire’s Day Care Service, in its current format, would need to be reconfigured to operate in a Personalisation future that gives spending power to the clients.

Age Concern Cheshire and Cheshire East Local Authorities would have to demonstrate strategic fit and
in the new and ever changing environment. Any solutions presented to both Cheshire West & Chester and Cheshire East Local Authorities, ACC has provided Day Care to clients with Low to Moderate needs under contract.

In line with Personalisation, ACC is currently undertaking a review of its Day Care Services.

With over 20 years experience, ACC seeks to promote the well being of all Older People in Cheshire. In conjunction with Cheshire West & Chester, ACC has the opportunity to make the best use of its expertise.

Age Concern Cheshire (ACC) is an independent charity serving Older People in the county of Cheshire.
position to use the funding provided more flexibly thereby offering a more client focused service, based on their individual needs and preferences.

Given the anticipation that both Local Authorities would cut funding for Day Care provision, the proposal to move away from traditional buildings based day care will achieve the service changes whilst reducing the cost base to the organisation.

A review of ACC’s Day Care, providing numbers attending, vacancies, costs, etc has been conducted. A review of ACC’s Day Care, providing numbers attending, vacancies, costs, etc has been conducted. Given the anticipation that both Local Authorities would cut funding for Day Care provision, the proposal to move away from traditional buildings based day care will achieve the service changes whilst reducing the cost base to the organisation.

For comparison, local authorities have expressed interest in maintaining the day service when we cease to do so. To give responsibilities to the local authorities that they have developed and that their loved one will be well looked after, “To give care and the people they look after. Their service aims to allow carers to have some time to be themselves”.

Crossroads Care Cheshire East offers a wide range of high quality support services for carers and the people they look after. Their service aims to allow carers to have some time to be themselves.

- Crossroads

- Local Community Groups

- Residential Care Homes

- Housing Associations

- Residential care homes, local housing associations are also exploring the possibilities of additional income through offering day care services. Some have made

3. Competitors

Client Assessment Reviews are in progress and will be concluded in October 2010. Client Assessment Reviews are in progress and will be concluded in October 2010.
This would allow us to continue to provide a service that is becoming clear is wanted, at a
way forward would be for ACC to seek to provide a day care service as a social enterprise.

6. Proposal

- Provide day activities in line with the results from ACC's Client Assessment Reviews
- Seek to provide Day Care or something similar through a different structure that is

5. Objectives

With both local authorities in Cheshire and are closing facilities, ACC are believed to be one of the few Age Concerns still offering Day Care in this traditional way and there is evidence to show that local authorities in other areas are moving away from ACC are believed to be one of the few Age Concerns still offering Day Care in this traditional way and there is evidence to show that local authorities in other areas are moving away from

- Need to be popular of councillors
- ACC's reputation is being damaged through negative press coverage
- Funding being cut

Threats

- May be seen as opportunistic
- Need to still start from scratch in terms of structure, etc
- Changes already in progress within ACC

Opportunities

- May be seen as opportunistic
- Need to still start from scratch in terms of structure, etc
- Changes already in progress within ACC

Weaknesses

- Have great experience in providing the service
- Move away from local authority funding
- Need to be more of a social enterprise
- Have evidence of customers willingness to pay
- Already have proven success in providing this service
- Resources in place

Strengths

- May be seen as opportunistic
- Need to still start from scratch in terms of structure, etc
- Changes already in progress within ACC

Opportunities

- May be seen as opportunistic
- Need to still start from scratch in terms of structure, etc
- Changes already in progress within ACC

Weaknesses

- Have great experience in providing the service
- Move away from local authority funding
- Need to be more of a social enterprise
- Have evidence of customers willingness to pay
- Already have proven success in providing this service
- Resources in place

4. SWOT Analysis

- Concept with ACC but in the hope of providing day care services as a joint venture

From the days of early discussions about the impact of personalisation it was recognised that day care services were an ideal opportunity. If ACC is to pursue this model:

- Going forward.
competitive price, with future independent financial sustainability, and have the advantage of turning a currently publicly negative day care redesign venture into a positive one.

Initial Client Assessment Reviews indicate that clients wish to continue accessing our day care services, primarily in order to maintain contact with friends. The assessments have revealed that clients want the opportunity to get out of the house and meet up with friends. As transport is provided to the existing centres they would prefer them to carry on as they fear there would not be transport to other social activities. The provision of lunch seems to be not very important. All have listed the activities as enjoyable and many have identified other very important activities as sociable and many have identified other very important activities as sociable and many have identified other very important activities as sociable and many have identified other very important activities as sociable and many have identified other very important activities as sociable.

Continuing to run a day care service as a social enterprise would, in the long-term, allow ACC to be free of reliance on Local Authority funding in this area.

Much can be learnt from our experience of working with older people.

<table>
<thead>
<tr>
<th>Best</th>
<th>Worst</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dedicated staff producing caring atmosphere</td>
<td>Freshly cooked lunches in some centres but reliance on frozen or bought in meals at others</td>
</tr>
<tr>
<td>Transport provided</td>
<td>Very heavy management, supervision and administration; high cost service</td>
</tr>
<tr>
<td>Purpose and outcomes become very confused</td>
<td>Commitment from some villages predominantly in rural areas</td>
</tr>
<tr>
<td>High levels of volunteer support</td>
<td>Very poor premises – City, Regency, Coronation Rd</td>
</tr>
<tr>
<td>Very consistent transport</td>
<td>Freely cooked lunches in some centres</td>
</tr>
<tr>
<td>Unwillingness to change; introduce new activities</td>
<td>Occasionally examples of other people</td>
</tr>
<tr>
<td>Continuity in knowing clients</td>
<td>Purpose of the range of help available to be provided is by volunteers.</td>
</tr>
<tr>
<td>Unwillingness to change, introduce new activities</td>
<td>Very poor premises – City, Regency, Coronation Rd</td>
</tr>
<tr>
<td>Use of existing premises</td>
<td>Purpose of the range of help available to be provided is by volunteers.</td>
</tr>
<tr>
<td>Best</td>
<td>Worst</td>
</tr>
<tr>
<td>Competent time with clients and treat each client as an individual</td>
<td>Small numbers</td>
</tr>
<tr>
<td>Lack of clean choice – same meal, same activity for all</td>
<td>Small numbers</td>
</tr>
<tr>
<td>Lack of consistency in the service</td>
<td>Cost service</td>
</tr>
</tbody>
</table>
| At others | Initial Client Assessment Reviews indicate that clients wish to continue accessing our day care services, primarily in order to maintain contact with friends. The assessments have revealed that clients want the opportunity to get out of the house and meet up with friends. As transport is provided to the existing centres they would prefer them to carry on as they fear there would not be transport to other social activities. The provision of lunch seems to be not very important. All have listed the activities as enjoyable and many have identified other very important activities as sociable and many have identified other very important activities as sociable and many have identified other very important activities as sociable.

Continuing to run a day care service as a social enterprise would, in the long-term, allow ACC to be free of reliance on Local Authority funding in this area.

Originally ACC investigated using a franchise model that was believed would relieve some of the costs involved and gain income from those signing up to be Day Activities Leaders. However, it has become apparent that ACC taking on employer responsibilities would be more cost effective.

Forms of activity they would enjoy: Families and carers have said the longer day is appreciated as it provides an opportunity for a break.
Moving forward it would be vital to avoid replicating the current structure day services model. The structure of the Age Well Cheshire service would not follow previous models used. The knowledge, skills and experience of a Leader working under Age Well Cheshire would be distinctly different to take account of the structurally changes in how the service would be delivered to the public. We envisage a service that would be much lighter touch supervision structure based on increasing the responsibility levels, and therefore, the capability levels of Leaders. We envisage different feel to the centres with clients much more in control of the pattern of activity and offered more choice.

Age Well Cheshire Leaders
- Agree to abide by the guidelines set out by ACC to ensure brand and reputation protection.
- Utilise ACC volunteers in line with ACC policies and procedures.
- Take responsibility for all associated risk assessment and risk management.
- Ensure all members have regular access to ACC services which may be of benefit.
- Ensure financial viability of their sessions
- Provide activities in line with member’s wishes.
- Ensure membership criteria of users are implemented and upheld.
- Ensure adequate staffing at all times
- Set adequate minimum member’s levels

Age Concern Cheshire would seek to
- Employ Age Well Cheshire Advisor to provide on-going support to those Day Care Centres that have indicated an interest in running the service should they continue with this process.
- Provide access to ACC services at additional reasonable charge (subject to current LA transportation reviews in progress) and from premises (additional reasonable charge allowed)
- Include any clients already using current ACC day care services, that wish to transfer
- Provide all activities in line with member’s wishes
- Take responsibility for all associated risk assessment and risk management
- Provide technology that would permit digital inclusion where appropriate for members
- Provide access to other ACC services on a regular basis.
- Pay bonus based on targets achieved.
- Provide volunteering opportunities through Age Well Cheshire sessions.
- Set code of conduct for members and employees.
- Set the membership criteria.

We envisage a different feel to the centres with clients much more in control of the pattern of activity and offered more choice. The knowledge, skills and experience of a Leader working under Age Well Cheshire would be distinctly different to take account of the structurally changes in how the service would be delivered to the public. We envisage a service that would be much lighter touch supervision structure based on increasing the responsibility levels, and therefore, the capability levels of Leaders.
Financial Plan

Each centre would operate as a single profit centre with the Leader responsible for achieving occupancy, client satisfaction and profit targets. The centres would need to be larger (approx 25 people registered per day) and each would need to take advantage of the facilities, golf, web sites etc and make purchase under the Leader’s guidance. The Leader will ensure clients are entered to take full advantage of the facilities. Each centre will be equipped with a PC and internet link (mobile if necessary) so that clients can benefit from its availability. Each centre will be equipped with a internet and so are unable to benefit from its availability. Each centre will be equipped with a internet and so are unable to benefit from its availability.

Payment for sessions would need to be made in advance to guarantee members' places. Session fees would not include transportation, lunch time meal or unspecified activities. These activities will be available separately at the choice of members. Membership fees are £12.50 per session to be paid in advance for a defined period. This would cover a daily session of physical activity appropriate to the clients’ needs. The centres will be equipped with a PC and internet link (mobile if necessary) so that clients can benefit from its availability. Each centre will be equipped with a internet and so are unable to benefit from its availability.

Number of Centres

The current client numbers would indicate that there is a potential market of 242 clients from our current centres, post-assessment. The distribution is imperfect to run larger centres and centres, with rural areas being the most difficult, and the current clients wish to transfer then they may have to travel longer distances. The attached spreadsheet shows a potential positive balance of £2892 p.a. per unit but this does not include the costs of the Age Well Adviser, a post we are committed to providing to support any successful community initiative, following Cathy Reynolds’ recommendations. Supporting any successful community initiative around day services following Cathy Reynolds’ recommendations.

Transport

There are new initiatives in both local authority areas around the provision of transport. ACC is involved in these initiatives as a major referring partner, not as a provider.

Note – There are new initiatives in both local authority areas around the provision of transport.

Digital Inclusion

The centres will have a focus on memory skills. The centres will also have a focus on postural stability.

Activities

Provision of activities at each centre will be determined but larger areas would be Crewe x 2, Congleton x 1, Ellesmere Port x 3, Chester x 2, Northwich x 2, Cheshire Rural x 1.

Activities will be needed to ensure clients are engaged in meaningful activity to improve memory skills.

Membership

Membership fees are £12.50 per session to be paid in advance for a defined period. Each centre would operate as a single profit centre with the Leader responsible for achieving a defined profit target.
WHilst welcome the model does not depend on volunteers for its success.

Volunteers

Half day sessions could be offered, with or without lunch at the clients choice.

Half day sessions

Volunteers being donated via previous and new donors. This would, however, still leave funding vehicles being donated via previous and new donors. This would, however, still leave funding

Unspecified Activities

Activities in this category refer to those provided by outsourced suppliers, for example tea or coffee. This option will be made available for all members to purchase at a separate rate. It is possible to provide a range of choice and a hot meal from external providers. The facility to provide their own food for consumption on the session premises will made available subject to building rules implemented by their owners.

Lunchtime Meal

For dinner and maintenance costs to find and cover.
8. Operational Plan

Marketing Objectives

• To position ourselves as a County market leader in this field
• To further develop partnerships that will position us high on the advertising list of places to go
• Develop recommendation business
• Expansion of the service

Staffing

• Age Well Leaders to run each session in line with new structure to be implemented

9. Risks

Service in line with objectives:

Suitable percentage of Social Enterprise Managers time to oversee and develop Age Well

Well Leaders and their sessions:

Age Well Advisor to provide support to community run sessions and monitor ACC Age

9. Risks

Service in line with objectives:

Suitable percentage of Social Enterprise Managers time to oversee and develop Age Well

Well Leaders and their sessions:

Age Well Advisor to provide support to community run sessions and monitor ACC Age

Staging

Expansion of the service

Develop recommendation business

Go to achieve this outcome

To further develop partnerships that will position us high on the advertising list of places to

Marketin Objectives

Age Concern Cheshire
August 2010
Contact details: Jan Huthieson, Social Enterprise Manager
Tel: 01606 305024
E: jan.huthieson@ageconcerncheshire.org.uk
Summary and Recommendations:

1. The Wishing Well have an established reputation as a provider of services to vulnerable adults and the wider community. They have wide experience in the provision of services to the elderly and of recruiting community volunteers to assist in the provision of these services. (Page 7).

They offer the delivery of six Day Centre services, excluding Audlem but including Manor Court, Nantwich. The cost involved is £87,425 a saving of £21,556 on the present Age Concern costs, for 2010/11. This would still present a saving if the 7.1% general funding cut from the Comprehensive Spending Review is factored in as an average figure. (It should be noted at this stage that this figure is an assumption only – social care contracts will be subject to rigorous analysis once the full implications of the CSR has been factored into individual budget lines.)

Wishing Well is skilled at including the wider community in group activities and is noted for its capacity building skills which serve to integrate service users with a wide range of activities.

2. Following a meeting of Audlem Parish Council, attended by Cheshire East Council officers, a draft business plan has been submitted. (Page 10).

With the support of officers the Audlem Parish Council see the delivery of the Audlem Day Centre as a ‘stand alone’ service which can have far wider links into community engagement. Their proposal links to the development of a Community Trust ‘umbrella charity’ model which can develop further voluntary activity within the community.

The cost of this service is currently put at £12,100 to Cheshire East Council, a cost saving of around 33% on the existing contract. (Page 14).

3. The Age Concern Cheshire proposal (Page 17 – Appendix 1) – envisages the Day Care services as stand alone social enterprises, operating without cost to Cheshire East Council, but with a cost to individuals of £12.50 per session, not including lunch or transport.

The proposal would be a ‘franchise’ style operation with Age Concern Cheshire branding. This would connect to the benefits (outlined at page 23) of the link to Age Concern that such an operation would have. This link will provide a ‘brand’ identity with an existing reputation.
• Members are asked to give consideration to this range of proposals. While both option 1 and option 2 would be complimentary, there are potential costs of £99,525 in total.

• The 2010/11 budget for the Day Centre provision is £134,528, so a saving of £36,003 would be achieved.

• With the Age Concern proposal – 3; Although this could apply to all or some of the existing Day Centres – and it should be pointed out that at this stage only Audlem has expressed interest in becoming a ‘stand alone’ service – the potential net saving to Cheshire East Council would be £122,428, based on 2010/11 figures. Service users would be asked to pay £12.50 per session, Audlem’s session cost would be £10.00 and Wishing Well propose keeping the existing £7.50.

• Each proposal has merit, and appears well thought out. Members are asked to consider which choice would be appropriate for the delivery of an effective Day Centre service.