

HAMPSHIRE COUNTY COUNCIL

Executive Member Decision Report

Decision Maker:	Executive Member for Adult Social Care and Health
Date:	13 March 2018
Title:	Outcome on the consultation on the proposed closure of Bulmer House Day Service in Petersfield and Masters House Day Service in Romsey
Report From:	Director of Adults' Health and Care

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1. Recommendations

- 1.1. That the Executive Member for Adult Social Care and Health considers the responses to the consultation and considers the Equalities Impact Assessments in relation to the proposals contained within this paper.
- 1.2. That permission is granted by the Executive Member for Adult Social Care and Health to close the current Bulmer House day service in Petersfield.
- 1.3. That permission is granted by the Executive Member for Adult Social Care and Health to close the current Masters House day service in Romsey.
- 1.4. That the Executive Member for Adult Social Care and Health recognises the significant contribution that has been made by the staff at both Bulmer House and Masters House day services.

2. Executive Summary

- 2.1. The purpose of this paper is to report to the Executive Member for Adult Social Care and Health the outcomes of the consultation and the recommendations for the future of Bulmer House Day Service in Petersfield and Masters House Day Service in Romsey. The report outlines the approach taken to the consultation, in particular with users of the service, their families and carers and with staff and the availability of alternative day service provision and opportunities for day time activities for older people.
- 2.2. On 13 November 2017 Hampshire County Council started an eight week consultation on the future of two day services for older people; Bulmer House in Petersfield and Masters House in Romsey. Both services are run by Hampshire County Council.
- 2.3. Until spring 2014 both day services were located in Hampshire County Council-run older people's residential homes; Master's House in Nightingale

Lodge and Bulmer House in the residential home of the same name. In December 2013, following extensive public consultation, the County Council Cabinet took the decision to close the residential homes, and recommended that the associated day services be relocated in temporary accommodation until such time as they could move into the new-build Extra Care housing schemes planned for Romsey and Petersfield.

- 2.4. Over time demand for day service provision for older people in this sort of traditional setting has been declining across Hampshire. Increasingly, people are choosing other models of care to meet their individual needs. This has impacted on demand for both the services that the County Council operates itself as well as the services that it commissions from the voluntary and private sectors.
- 2.5. Both of the day services are currently operating out of temporary accommodation. Master's House is located in Hayter House in Romsey, site of the former Registry Office; Bulmer House is operating from rented accommodation in the Ramscote Centre, a supported living housing scheme run by Radian Housing, adjacent to the former residential home in Petersfield. Both services continued to receive referrals until the start of the consultation in November.
- 2.6. At the start of the consultation there were seven people using Bulmer House day service and 21 using the Masters House day service. This meant that the services were operating at approximately 35% and 40% capacity respectively.
- 2.7. The consultation was held between 13 November 2017 and 7 January 2018. This was judged to be an appropriate period for consultation given the number of people that use each service as well as their families and the staff affected. It also allowed other stakeholders and interested parties to participate. The consultation included events for users of the day services and their families and carers; two in Romsey and one in Petersfield. Dedicated social work and care management staff were made available to support the users of the services and their families as well as to discuss and explore alternative options with them, in the event that the decision is made to close one or both of the services. Independent advocacy was also offered to service users and their families.
- 2.8. Feedback received during the consultation indicated that the majority of people were opposed to the closure of both Bulmer House and Masters House day services. More detailed feedback from the consultation is covered in section 9 of this report.

3. Summary of Recommendations

- 3.1. The decision has to be a balanced consideration of all of the factors including the responses to the consultation, the financial pressures faced by the County Council, the under-utilisation of the services, the needs and welfare of the current users of the day services, as well as the future needs of older people in the Petersfield and Romsey areas and the availability, quality, and market capacity of alternative day service and day opportunities.

- 3.2. Wherever possible, the County Council would seek to retain the skills and expertise of the current staff working in the two day services. The consultation stated that it would seek redeployment opportunities for all staff and that there would be no redundancies. During the course of the consultation however, a number of members of staff indicated that they would like the opportunity to consider redundancy, therefore a redundancy window was opened from 1 February to 14 February 2018, to allow them to express their interest in taking redundancy. This would be subject to the decision being made to close the service(s). Agreement to release staff would only be made where there are particular personal circumstances and barriers mean there was no suitable alternative role available.
- 3.3. Having carefully considered the consultation responses in detail, the care needs and wellbeing of the 19 remaining users of the two day services the report seeks approval for the closure of Bulmer House Day Service in Petersfield and Masters House Day Service in Romsey.
- 3.4. In response to the issues raised during the consultation regarding the impact upon service users and their carers, the County Council has significant experience of supporting people to move and adapt to new services in order to minimise any disruption and ensure consistency of care. All regular service users would be provided with alternative options that take into account their needs and preferences and would receive appropriate support to transition to using these services, prior to any closure of Bulmer House and Masters House day services. Friendship groups are being identified so that they can be taken into account should people want to continue to attend services together if the decision is made to close either or both of these services.
- 3.5. The County Council recognises the role that these services also provide in terms of respite for carers. In order to mitigate any impact on carers, no current service users would receive lower levels of service than they currently do should the decision be made to close either or both of these services.
- 3.6. In response to concerns raised during the consultation regarding alternative provision and as well as suggestions that ways should be considered to keep the services open, designated social work staff are continuing to work with the users of the services, as well as their carers and families, to ensure they would be able to access alternative services or activities that meet their identified care needs. The County Council, continues to review the services it commissions from the independent sector as well as those that it provides directly and is committed to ensuring there is a mixed economy of care provision across the county which offers people a wide range of choices.
- 3.7. The County Council continues to be responsible for the safety of clients placed in independent sector services and ensuring that the care provided there meets their needs.

4. Contextual information

- 4.1. Hampshire County Council aims to build resilient communities which enable a culture of participation, so that people can look outwards to their communities for support, as well as developing cost effective care and support solutions.

Its long-term strategic approach is to develop a wider range of services that maximise independence for, and meet the care and support needs of adults with an eligible social care need whilst minimising costs to the taxpayer.

- 4.2. The County Council is focussed on supporting people to live as independently as possible. As part of this strategy the Council is promoting the use of personalised care and support for people. People know how much they have to spend on their care in the form of a personal budget. They are then able to choose the services, including day services and activities, which meet their identified needs and, where appropriate, pay for them with funding received via a direct payment. This has meant that people have increased expectations of the services they receive and can direct their own services to meet their own priorities.
- 4.3. The County Council undertook an open public consultation called *Serving Hampshire – Balancing the Budget* which ran for six weeks between 3 July and 21 August 2017. The proposals to be considered in this consultation are therefore part of the Council's response to the challenges of meeting people's changing needs and expectations with reduced available resources, as set out in the *Serving Hampshire* consultation.
- 4.4. The challenge for Hampshire County Council's Adults' Health and Care department is clear in that it must deliver the right quality of affordable care to meet the needs of clients, whilst transforming the mechanisms and channels by which needs are met. Achieving budget savings targets is extremely challenging and cannot be achieved without impact on frontline services.
- 4.5. Adults' Health and Care department has a savings target of £55.9m for 2018/19. It therefore has to consider carefully how resources are used to ensure the best outcomes for individuals and the best value for money.

5. Bulmer House Day Service

- 5.1. Bulmer House Day Service is located in Petersfield. Until spring 2014 it was located in Bulmer House older people's residential care home which was closed following a decision by the County Council's Cabinet made in December 2013. The service is currently operating out of rented accommodation in Ramscote House, a sheltered housing scheme, adjacent to Bulmer House.
- 5.2. The day centre currently offers 96 sessions per week (12 morning sessions and 12 afternoon sessions each day, 4 days per week). At the start of the consultation period there were 7 people using the day service, the majority of whom were aged over 80 and almost all of whom have some form of dementia. That represented approximately 35% of total capacity; not all users attend every day, nor do all users attend both morning and afternoon sessions.
- 5.3. When the consultation opened the day service stopped taking any new service users. During the course of the consultation those people who use the service and their families and carers have been supported to consider and explore alternative day services or opportunities for day time activities in the

event that Bulmer House day service closes. There are currently 6 people now using the day service.

6. Master's House Day Service

- 6.1. Master's House Day Service is located in Romsey. Until spring 2014 it was located in Nightingale Lodge older people's residential care home which was closed following a decision by the County Council's Cabinet made in December 2013. The service is currently operating from Hayter House, a Hampshire County Council-owned building, which formerly housed Romsey Registry Office.
- 6.2. The day centre currently offers 120 sessions per week (12 morning sessions and 12 afternoon sessions each day, 5 days per week). At the start of the consultation period there were 21 people using the day service aged all of whom were aged over 70. That represented approximately 40% of total capacity; not all users attend every day, nor do all users attend both morning and afternoon sessions.
- 6.3. When the consultation opened the day service stopped taking any new service users. During the course of the consultation those people who use the service and their families and carers have been supported to consider and explore alternative day services or opportunities for day time activities in the event that Masters House day service closes. There are currently 13 people now using the day service.

7. Future Day Opportunities Provision

- 7.1. During the consultation period designated social work staff met with the people who used both Bulmer House and Masters House day services and their families and carers to explore other potential options that they may wish to use for day services or other day-time activities. This work has resulted in a high level of confidence that alternative services could be found for all the current users of the services, should the decision be made to close the services.
- 7.2. It is proposed that in the event that the decision is made to close these services the people currently using the services are offered alternative day opportunities in Romsey, Petersfield or other locations which would meet their needs (some people may find services closer to where they live). In the event that the decision is made to close one, or both, of the services, the service(s) would not actually close until suitable alternative arrangements had been made for all of the current service users.
- 7.3. In terms of future provision, people would be supported to access alternatives to traditional day care services. People would be offered direct payments to enable them to arrange day services and other activities for themselves. This would enable them to take advantage of options such as carer replacement services, social activities and groups as alternatives to traditional respite services. For those people who have been assessed as requiring day

opportunities in a more traditional setting, other in-house facilities as well as private-sector alternatives would be considered.

- 7.4. A number of alternative services have been identified in Petersfield and the surrounding area. This information has been based on proximity to where current service users live. There are 5 day services within the wider area, as well as up to eight residential homes that could be considered that offer some form of traditional day care or day service. It is important to note that not every service user would be able to access all of these, dependent upon their individual needs, conditions and circumstances. There are also a number of other options within the area that could be considered as alternatives to traditional day services including lunch clubs and similar groups.
- 7.5. A number of alternative services have been identified in Romsey and the surrounding area. This information has been based on proximity to where current service users live. There are up to ten residential homes that could be considered that offer some form of traditional day care or day service. It is important to note that not every service user would be able to access all of these, dependent upon their individual needs, conditions and circumstances. There are also a number of other options within the area that could be considered as alternatives to traditional day services. These include lunch clubs, friendship groups, memory groups and senior exercise groups.

8. The Consultation

- 8.1. The 'Consultation on the proposed closure of Bulmer House and Masters House day services' sought the views of stakeholders and the general public on the proposals to close Bulmer House day service in Petersfield and Masters House day service in Romsey. The consultation was launched on 13 November 2017 and closed on 7 January 2018. Responses received up to 9 January have been taken into account in this report.
- 8.2. An information pack and integral response form were published on the County Council's website. The response form was also provided as an online survey. Alternative formats, such as braille, audio, easy-read or large print, were made available upon demand, although none were requested. Unstructured responses sent through other means, such as email or as written letters, and received by the consultation's close were also accepted as feedback.
- 8.3. Printed copies of the information pack and response form were sent to all current service users, along with a covering letter and pre-paid envelope. Service users and/or next of kin were telephoned after the letter had been delivered to follow up on any questions they might have, and to draw their attention to the consultation drop-in events.
- 8.4. Three drop-in / surgery sessions were held during the consultation period: two in Romsey and one in Petersfield. At these, service users, their families and carers were offered the opportunity to meet on a one-to-one basis with senior managers from the Adults' Health and Care Department to discuss these proposals, as well as alternative services.

- 8.5. During the consultation, including at the drop-in sessions, independent advocates were made available to support service users, as well as their families and carers to participate in the consultation.
- 8.6. A workshop for members of the County Council's Health and Adult Social Care Select Committee was held on 7 December 2017. This allowed the select committee members to discuss the proposals with officers from the Adults' Health and Care Department and to raise any concerns they may have had as well as to provide feedback. During the workshop the following topics were specifically discussed; the approach to the consultation; alternative service provision; the support being given to staff affected by the consultation as well as the opportunity to raise wider issues. The outputs of this meeting, which can be found in Appendix 1 of this report, formed part of the wider feedback to the consultation.
- 8.7. The consultation was promoted through the County Council's website, media release and through corporate social media channels. Letters about the consultation were also sent to staff and local stakeholders, including local government councillors and constituency Members of Parliament.

9. Responses to the Consultation

- 9.1. The consultation received 65 responses. The majority of respondents were current service users and family members or carers of those that attend or use the services. The report detailing the full findings from the consultation is in Appendix 2.
- 9.2. 53 respondents out of 65 disagreed with the proposals to close Bulmer House Day Service and Masters House Day Service, wanting both day services to remain open.

Key Themes

- 9.3. Disagreement with the proposed closures was widespread across respondent groups, with family members or carers of users and service users themselves all strongly against the proposal to close the day services.
- 9.4. Respondents expressed concern about the potential negative impact on the wellbeing of service users if the day services should close. Respondents reported that the social contact and interaction service users have with staff is very important, particularly those who have dementia. Respondents value the services provided, and feel confident that they are leaving their loved ones in a safe and secure environment. Respondents think that the day services provide service users with stimulation and social interaction; not merely 'sitting' services. Without these services and this level of interaction, respondents thought that the health of service users could deteriorate.
- 9.5. Respondents suggested that if the services should close, carers may not be able to cope without the much needed respite. Comments also suggest that carers are typically older and often the spouse of the service user, therefore the proposed closures could negatively impact on the carer's physical and mental health.

- 9.6. A common theme among respondents was the concern that the services were not widely publicised and that referrals to the service appeared to be low. Respondents thought that promotion of the available services could be improved.
- 9.7. If the decision should be made to close the day services, respondents would want assurance that a comparable level of support would be available.
- 9.8. Some respondents suggested that although the County Council could stop running the day services directly, it could continue to commission the service from another provider, with some of those respondents suggesting this should be provided in the same location. However, there is some uncertainty amongst respondents as to how proposed alternatives would meet the needs of existing users. If an alternative was chosen, it is paramount to respondents that service users are safe and that there is comparable care, using familiar staff.
- 9.9. Some respondents suggested that keeping the facility open, albeit with a reduction in accompanying services such as transport and food provision, would be preferable to total closure.

10. Staffing implications

- 10.1. At the start of the consultation there were 7 members of staff working at Master's House day service (equating to 5.3 full-time members of staff) and 5 members of staff working at Bulmer House day service (equating to 3.6 full-time members of staff). However, since then 1 member of staff from Bulmer House has resigned.
- 10.2. A formal HR consultation process ran alongside the public consultation, which also closed on 7 January 2018. Staff were given the opportunity to contribute to the public consultation as well if they chose.
- 10.3. During the course of the consultation, dedicated HR resource was made available to support the staff. At the start of the consultation face-to-face briefings were held with the staff in both services. This was followed, later in the consultation by HR drop-in sessions in both services so that staff could raise any concerns and discuss their individual circumstances.
- 10.4. It became apparent through the consultation process with staff that despite strenuous efforts on behalf of Hampshire County Council it might not be possible to find suitable alternative employment for all the staff potentially affected. Although vacancies in the residential homes exist they do not always represent suitable alternative employment given the location of the homes and some of the challenges staff have in relation to travel and / or working different shift patterns. As a consequence an Enhanced Voluntary Redundancy (EVR) option was offered to staff, but on the basis that this would only be considered if it was not possible to source suitable alternative employment and subject to a decision being made to close the services.
- 10.5. If proposals are taken forward to close either or both services, every effort will be made to identify suitable alternative employment within Hampshire County Council for those people who have opted for redeployment. The one-

to-one meetings with HR have enabled intelligence to be gathered to support redeployment. Staff who continue to work for Hampshire County Council will be offered additional training, if required, to ensure they are fully supported in their new roles. It is expected there would be no compulsory redundancies.

- 10.6. A full Equalities Impact Assessment on the impact of these proposals on the staff working in the day services has been carried out. In carrying out the Equalities Impact Assessment those characteristics that relate specifically to the staff working in the day services, namely age and gender, have been specifically considered.
- 10.7. *Age* - An age profile analysis of the staff working in the 2 services has been undertaken. The profile revealed that 75% of the staff are aged 55 and above (2 are aged 65 or above). One of the key means of reducing the impact of the possible job losses is the offer of an enhanced voluntary redundancy scheme, applicable to all staff with more than 2 years service. Following the staff consultation period a voluntary redundancy window was opened and staff invited to express an interest. The Council's redundancy scheme recognises length of service, and hence an 'older age' profile may reflect greater length of service and hence potentially a more attractive voluntary redundancy package.
- 10.8. *Gender* - It has been identified that all of the staff working in the 2 services are women, however there is a clear gender bias towards women being employed in such services across Adults' Health and Care. The key activity in terms of mitigating this has been to ensure that all staff affected have had as much opportunity as possible to be actively involved in the staff consultation, in order that they are as informed as possible about their future career options.

11. Finance

- 11.1. The annual budget associated with this proposal for the two services is shown below:

Bulmer House	£168,000
Master's House	£159,000
Total	£327,000

- 11.2. As outlined in 4.3 and 5.3 the average utilisation of the service capacity at Bulmer House and Master's House at the start of the consultation period was approximately 35% and 40% respectively. The savings generated by these proposals are calculated on these utilisation levels.
- 11.3. This level of utilisation translates to an average cost per day of £152 which is significantly higher than either the cost of the services we block contract with external providers or the costs charged by external providers for individual sessions. The average cost of a full day from these existing purchasing arrangements is estimated to be broadly £55.
- 11.4. The proportion of the £327,000 budget that would be released through this proposal would be dependent on the cost of reprovision. Detailed planning for

this is in progress and would be dependent upon the agreed alternative services for each individual service user. Re-provision would be likely to consist either of independent sector provision, use of direct payments to purchase alternatives or use of other in-house services.

- 11.5. If all re-provision, based on the utilisation levels at the start of the consultation, were to be done via the highest cost option, i.e. use of independent sector, it is estimated that the total re-provision costs would be approximately £60,000 for Bulmer House and £90,000 for Master's House. It should be noted that as the numbers of service users has reduced since the start of the consultation this re-provision has, in effect already begun.
- 11.6. The anticipated minimum saving to be achieved through this initiative is therefore estimated to be in the order of £177,000. The actual saving may differ once a full review of client needs is undertaken and the final number of sessions that need re-provision is confirmed. This saving will contribute to the department's Transformation to 2019 savings programme of £55.9m should the decision be made to close the services.

12. Legal implications

- 12.1. Local authorities have a duty under the Equality Act 2010 section 149 to have due regard to the need to: eliminate discrimination, harassment and victimisation; to advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it; and foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

13. Equalities impact assessment

- 13.1. A full Equalities Impact Assessment has been carried out on the recommendations to close Bulmer House and Master's House day services. In carrying out the Equalities Impact Assessment those characteristics that relate specifically to the users of the day services and their families have been specifically considered. These are age, disability and marital status (specifically the need to maintain significant relationships with spouses or partners).
- 13.2. Each of the services, were considered individually, however the issues that arose were common to both services.
- 13.3. Age. These services are primarily aimed at older people (people 55+). With the exception of one person, all of the people who currently use these services are in their 70s, 80s and 90s.
- 13.4. The users of these services would be supported to access alternative services. During the course of the consultation, dedicated social work resource has been made available to them and their carers / families to help understand their care needs and how they could be met by alternative services or activities. Where requested, independent advocates have also helped the service users with this. Should the decision be made to close either or both of these services, this support from social work staff and

advocates would continue in the lead up to and during their move to alternative services. This would include familiarisation visits. The families of the service users would be fully involved where appropriate. Friendship groups would also be taken into account should people want to continue to attend the same services.

- 13.5. *Disability*. Many of the people who use these services have either dementia and / or a very physically frail; several also have a learning disability. This could mean they may find it difficult to adjust to new services, in the event that the decision is made to close the day services.
- 13.6. If people would find it difficult to adjust because of their dementia or other conditions, then they would be supported to trial new services and if necessary to transition to them by social work staff. Independent advocacy would also continue to be offered to them to help if it is required.
- 13.7. *Marriage and civil partnership*. Attending these services helps to enable a number of couples to remain living at home together. As well as providing a service for the people who use them, they also provide respite for an individual's carer / family. Without such services, people may require other forms of care such as residential or nursing care.
- 13.8. No-one would receive a lower level of service than they currently do if the decision is made to close the services. People would be supported to use alternative services or activities that meet their identified needs. The County Council recognises that there is a requirement to ensure that these proposals do not impact upon the ability of the current users of the services to maintain their relationships with their spouses, partners, wider family members and friends. In the event that the decision is taken to close either or both of the services then they would not close until such time as all of the current service users have been supported to move to alternative services or activities.

14. Conclusion

- 14.1. Having thoroughly taken into account the feedback from the consultation and the findings of the equalities impact assessments, it is recommended that the Executive Member for Adult Social Care and Health grants permission to close Bulmer House Day Service in Petersfield and Masters House Day Service in Romsey.

CORPORATE OR LEGAL INFORMATION:**Links to the Strategic Plan**

Hampshire maintains strong and sustainable economic growth and prosperity:	No
People in Hampshire live safe, healthy and independent lives:	Yes
People in Hampshire enjoy a rich and diverse environment:	No
People in Hampshire enjoy being part of strong, inclusive communities:	Yes

Section 100 D - Local Government Act 1972 - background documents

The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)

DocumentLocation

None

IMPACT ASSESSMENTS:

1. Equality Duty

1.1. The County Council has a duty under Section 149 of the Equality Act 2010 ('the Act') to have due regard in the exercise of its functions to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act;
- Advance equality of opportunity between persons who share a relevant protected characteristic (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation) and those who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Due regard in this context involves having due regard in particular to:

1.2. The need to remove or minimise disadvantages suffered by persons sharing a relevant characteristic connected to that characteristic;

1.3. Take steps to meet the needs of persons sharing a relevant protected characteristic different from the needs of persons who do not share it;

1.4. Encourage persons sharing a relevant protected characteristic to participate in public life or in any other activity which participation by such persons is disproportionately low.

1.5. Equalities Impact Assessment:

- (a) An equalities impact assessment has been carried to understand the impact that the proposals in this report would have on the people who use the services, their families and carers. It has been identified that there would be particular impacts in terms of age, disability and marriage / civil partnership status. Full details including mitigating actions can be found in section 12 of this report.
- (b) Additionally, an equalities impact assessment has been carried to understand the impact that the proposals in this report would have on the staff who work in the services. It has been identified that there would be particular impacts in terms of age and gender. Full details including mitigating actions can be found in section 9 of this report.

2. Impact on Crime and Disorder:

2.1. No impacts have been identified

3. Climate Change:

3.1. How does what is being proposed impact on our carbon footprint / energy consumption?

No impacts have been identified

3.2. How does what is being proposed consider the need to adapt to climate change, and be resilient to its longer term impacts?

Health and Adult Social Care Select (Overview and Scrutiny) Committee

Summary of Workshop Session Questions relating to the ‘Bulmer House and Masters House Day Services’ Consultation

A workshop session was attended by members of the HASC (attendees are listed at Appendix 1) in order to consider proposals relating to the consultation, and to discuss in tables four key questions, the responses to which are listed below.

Q1. Is there anything further [Adults’ Health and Care] can do to engage and consult with the public on this topic?

Most of the discussion under this question related to how the County Council could harness information on other organisations, community groups, and individuals, who may provide day opportunities in Hampshire. In addition, points were made on:

- Developing further a map of day opportunities across the County, and utilising this data to underpin the ‘Connect to Support’ offer.
- Potentially using Parish Councils to distribute the details of the consultation and also to help collate information on the network of day opportunities available across the County.
- Ensuring that providers of day services, such as the charity Age Concern, are engaged on the consultation.
- The importance of ensuring that every response to the consultation is weighted the same, with equal value given to service user and carer views.
- Ensuring that any changes resulting from the consultation are evidence-based, and to clarify regarding the under-utilisation of services that individuals had the opportunity to use these day services but have either chosen not to, or it has been determined that services do not meet their needs.

Q2. What do you think will be the concerns that should be addressed on alternative provision? What other alternative provision could [Adults’ Health and Care] explore for service users?

Key points were made on:

- Being honest with the public, and service users and their carers, about why the day services are proposed to close, and what the alternatives are. Members agreed that there were positives that could arise from these changes, such as more tailored support, and a move away from unsuitable

traditional activities, but that change was often difficult and would require support throughout and post-implementation.

- Ensuring that the diverse needs of service users are understood so that support can be tailored to meet their needs
- Sense checking other services that may be listed as appropriate alternative provision, to ensure that any opportunities are sustainably funded and can absorb additional activity.
- Capacity planning for the future; ensuring that the services available now can flex in the future, and are fit for the future, given the increasing number of older people.
- Harnessing the wider network of services and support in the community, such as lunch clubs and social groups.
- Potentially using services that already exist in residential and nursing homes that may not usually be on offer to those not in a full-time care setting.
- Exploring how the County's grants scheme can support those individuals who provide bespoke day opportunities but do not necessarily have the business set-up to make bids for funding. There may be opportunities to put larger charities or community groups in contact with such individuals to help them mutually support and benefit one another.
- Considering whether funding can be made available to pump-prime day opportunities.
- Working with community champions, such as village agents, to empower local people to contribute their ideas about how to deliver social care in their area.
- Ensuring that any offers of alternative services are appropriate, and accessible. Location remained important, both now and in the future when mobility may not be as easy for service users. To additionally take account of other impacting changes relating to travel and transport.
- Any alternative day opportunities should be affordable for those funding their own care in the future.
- Respite services for carers need to be protected.

Q3. Is there anything further you think [Adults' Health and Care] should do to support staff through the consultation, and in light of the proposals?

Key points were made on:

- Being explicit and honest with staff about the options under consideration, and wider issues relating to the 'Transformation to 2019' proposals.
- Supporting staff to see the potential closures as a positive development, which could lead to training and development, and different opportunities to do something that contributes to improving quality of life for service users and their families.
- Utilising the skills of staff through redeployment, as those who have worked in a day opportunity setting will have a different mind and skill set to those who work in residential teams, in terms of hosting activities and having strong relationships with service users and their carers.
- Providing support to staff throughout and after any changes, in order to ensure that staff are supported. This may include access to CV writing and interview techniques should they wish to leave the Council.
- Giving staff help with transport costs, if redeployment results in a longer journey to their place of work.

Q4. Any further views that haven't been covered?

Key points were made on:

- How the Council can use local assets for community-owned day opportunities, e.g. a local café or pub for coffee mornings, or a library for a reading group. This could be in a similar format to that already tried and tested with Alzheimer's cafes.
- Highlighting 'Connect to Support' to local councillors and giving them through this the tools to pass on knowledge to local communities about what services exist in the County.
- Using an honest media strategy post-consultation. If services are determined to be closed as they are underutilised and not suitable for older people's needs, the Council should be transparent about this. Further, the Council should regularly update the public and councillors on the progress of extra care schemes and the positive impact these will have on communities.
- Exploring wellbeing approaches rather than services that are just for one category of individual, i.e. older people or those with physical disabilities. Examples were given of successful projects where those in residential homes regularly spend time with school-age children, or young mums meeting with older mums.

- It would be very important to have a post-decision and implementation evaluation, so that no service user is 'worse off' as a result of the changes.

**Councillor Roger Huxstep
Hampshire Health and Adult Social Care Select Committee (HASC)
December 2017**

Appendix 1 – Attendees to the 7 December Workshop Session

HASC

- Cllr Ann Briggs
- Cllr Adam Carew
- Cllr Fran Carpenter
- Cllr Charles Choudhary
- Cllr Tonia Craig
- Cllr Alan Dowden
- Cllr David Harrison
- Cllr Marge Harvey
- Cllr Pal Hayre
- Cllr Roger Huxstep
- Cllr David Keast
- Cllr Mike Thornton

Co-opted Members

- Cllr Alison Finlay

Deputy Members

- Cllr Dominic Hiscock