

# **Scrutiny Review of the Modernisation of Day Opportunities Services Provided by Herefordshire Council Adult Social Care**

## **Report by the Adult Social Care and Strategic Housing Scrutiny Review Group – April 2008**

**For presentation to the Adult Social Care  
and Strategic Housing Scrutiny  
Committee – June 2008**

...**Putting** people first  
...**Promoting** our county  
...**Providing** for our communities  
...**Protecting** our future

***Quality life in a quality county***



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# Modernisation of Day Opportunities Review

## 1. Introduction

1.1 In August 2007, the Adult Social Care and Strategic Housing Scrutiny Committee established a group to review day opportunities services for older people commissioned by Herefordshire Council and funded by Adult Social Care, and to consider the development work of the Prevention Services Project Team, to investigate any possible improvements to day care services and subsequently advise the Cabinet Members on future policy in this area. The Review Group worked against a background of the Government agenda for 'Putting People First' through personalisation, individualised budgets and self-directed care. Councillors WLS Bowen (Chair), PA Andrews, ME Cooper, MJ Fishley and AT Oliver were appointed to serve on the Review group. The Terms of Reference for the group were as follows:

1.1.1 To review the current use of day centre resources, and measure capacity against projected future need, as identified in the needs analysis carried out by the Council's Corporate Policy and Research Team in August 2006.

1.1.2 To review the current range and quality of services and activities available, in line with guidance set out in the Green Paper, "Independence, Well-being and Choice".

1.1.3 To review the current range and quality of services and activities provided by comparator local authorities and identify models of best practice.

1.1.4 To consider the implications of Direct Payments, Individualised Budgets and self directed care.

1.1.5 To review the findings from consultation activity/engagement with stakeholders and service users.

1.1.6 Following the review, to make recommendations to Cabinet about policy development.

1.2 The desired outcomes from the review were to make recommendations to Cabinet on remodelling Day Opportunities Services for older people in the County, to move away from traditional building based 'service driven' provision to a 'needs led' community-focused service and to clarify the extent of the role of social care in delivering this model. In particular: -

1.2.1 A remodelled Day Opportunities Service that would help address one of the major initiatives set out in the Adult and Community Services Divisional Plan 2007 – 2010; to move towards a preventative model of service provision.

1.2.2 A new service model that would provide an opportunity to improve the Council's performance management targets and raise performance above its current one-star rating.

1.2.3 A new service model that would provide a structure for early intervention, preventative services, and rehabilitation to reduce the number of crisis referrals to health and social care services.

1.2.4 A new service model that would act as a signposting mechanism to other services.

1.2.5 A new service model that would help alleviate the perceived increase in care need related to the above average increase in the older person population.

1.2.6 A new service model that would help reduce levels of isolation by providing services in rural locations.

1.2.7 A new service model that could be integrated with Learning Disability and Physical Disability day opportunities services.

## **2. Method of Gathering Information**

### **i. Visits to day centres**

- 2.1 The Review Group commenced the Review at the beginning of November and carried out a number of day centre visits across Herefordshire, to review current service provision, talk to current service providers and volunteers, and to talk to current service recipients and/or carers. The Review group visited static day centres, mobile day centres and one day centre that is accessed through a spot-purchase arrangement. Notes of each visit can be found in the relevant appendices.
- 2.1.1 The Review Group visited Madley mobile day centre in November. Anne Burke, employed by Age Concern Hereford and Rural as a day centre co-ordinator for mobile day centres, gave Members a tour of the facilities and discussed a range of issues. Members also met service users, carers and volunteers at the centre, to consider their views and discuss any issues. Issues discussed included transport, activities, charges and health-related needs. (Appendix 2)
- 2.1.2 The Review Group visited Caldwell Court static day centre in November and Members were given a tour of the facilities by Daya Boodhoo, employed by Age Concern Hereford and Rural as a day centre supervisor. Members also met service users and volunteers, to consider their views. A range of issues were discussed with members, including limitations of the facilities, especially storage space, transport, charges and the cost of activities. (Appendix 3)
- 2.1.3 The Review Group visited Drybridge House static day centre in December. Pat Jones, Day Centre Manager, employed by Age Concern Herefordshire and Worcestershire, gave Members a tour of the facilities and discussed various issues. Members also met service users, staff and volunteers, to consider their views and discuss issues. These included transport and its impact on the length of the session, and the need for new activities, as current ones were unexciting. (Appendix 4)
- 2.1.4 The Review Group visited Woodside static reablement day centre in December. Tony Yelland, employed by Shaw Healthcare Ltd as Area Manager, gave Members a tour of the facilities, including the two flats adjoining the building. Members also met Caroline Merrick, Day Care Co-ordinator, staff, service users, carers and volunteers. A range of issues were discussed, including the meaning of the term reablement, the lack of meaningful activities and the inability to make use of the specialised bathing facilities unless paying for privately funded support staff. (Appendix 5)
- 2.1.5 The Review Group visited Arkwright Court mobile day centre in February. Sandra Johnson, Day Care Supervisor, employed by Age Concern Leominster and District, showed Members around the facilities and discussed issues and concerns. Members also met service users and volunteers, to consider their views and discuss their concerns. Issues included limitations of space in centre, and the difficulty in finding suitable, appropriately heated facilities. (Appendix 6)
- 2.1.6 The Review Group visited Kington Court static day centre in February and were shown round the premises by Carolyn Baxter, who is employed by Age Concern Leominster and District as a co-ordinator for this static day centre and four mobile day centres. Members also met Jenny Piggot, the day care supervisor, staff, service users and volunteers. Very few issues were raised. (Appendix 7)
- 2.1.7 The Review Group visited East Radnor Day Centre in February. This day centre is located in Presteigne, which is in the neighbouring county of Powys. East Radnor Day Centre is a registered charity with a committee. The centre provides day care placements to Herefordshire residents on a spot-purchase arrangement. The Review Group were shown the facilities by Vicky Ball, Day centre Manager. Members also met staff, service users and volunteers. (Appendix 8)

## **ii. Written evidence**

2.2 The Review Group considered a substantial amount of documentation during the Review. Documents included the Modernisation of Day Opportunities Strategy Report, the scoping statement for the Review (Appendix 1), statistical information relating to occupancy levels at all day centres and the summary of key findings from the strategy report.

2.2.1 The Review Group considered the strategy report. This document contained detailed evidence and analysis of contracts, services, costs, demographics, staffing and activities provided. The report also compared day care services in Herefordshire with other similar local authority services and identified five possible models of service that might work well in this County. The report also recommended that a proactive approach to modernising day opportunities services would be to involve current and potential service users, their carers and stakeholders in the design and remodelling of the service, to ensure that the new model of service was tailored to the needs of those who would access it. This could be achieved through a comprehensive consultation programme.

2.2.2 The Review Group considered statistical data in relation to attendance levels at current day centres. (Appendix 10) The data covered the period from 1<sup>st</sup> January 2007 – 31<sup>st</sup> December 2007 and showed that occupancy levels in most centres were lower than acceptable. Static day centres were showing average attendance for this period as 57%, whilst mobile day centres were showing average attendance as 49%.

2.2.3 The Review Group considered the summary of key findings, which detailed the main findings of the strategy report and the recommendations resulting from those findings. (Appendix 9)

2.2.4 The Review Group considered the contents of a letter from Daya Boodhoo, Age Concern Day Care Supervisor, sent in response to a request for comments and ideas concerning the modernisation of day opportunities. (Appendix 11) Although a written request for comments and ideas was sent to all day centre organisers met during the day centre visits, the Review Group was disappointed that none others were forthcoming.

## **3. Current Services and the Need for Change**

3.1 The Review Group found it very interesting making the day centre visits and finding out at first hand, the views of service users, carers, volunteers and provider staff. The Review group also found the strategy report to be very comprehensive. From the evidence considered, the Review Group has noted a number of key findings:

3.1.1 The division between health and social care needs is artificial. Health and social care needs are inextricably linked; therefore services should be able to meet both needs. East Radnor Day Centre provides a balanced mix of these services and the system works well. Carers in particular, commented on the need for personal care, such as bathing and foot care, to be provided. This would support and enable them to continue in their caring role, which in turn would reduce the pressures on overstretched adult social care systems.

3.1.2 Current services are more suitable for older 'older people'. There do not appear to be many activities available for those who would like more stimulation. Comments from service users, such as, "We used to do basket weaving, which I enjoyed but this is no longer available," "Activities are not very stretching. We would like something more exciting to do", "We could play card games such as bridge and whist, have computer lessons or go bowling", support this theory. Carers also expressed similar views, wishing to see more activities undertaken to keep their family members more mobile. One carer commented that she would like to see Extend classes offered. At Kington Court, the Review Group had observed an exercise session, facilitated by the day care supervisor, and noted that attendees

thoroughly enjoyed participating in the light-hearted but thorough workout. Consideration would have to be given to the cost of any such activities. At Kington Court, costs were reduced by training a member of staff to lead the exercise sessions. At Caldwell Court, the day care supervisor had to stop booking some activities because of the charges levied. She commented that she would welcome more free activities such as the reminiscence session provided through the museum.

- 3.1.3 The County has a disproportionately high number of older people and this figure is predicted to rise more rapidly in Herefordshire than elsewhere in the country; therefore services will need to increase in line with demographics, in order to remain responsive to service need.
- 3.1.4 For a certain group, socialisation and the provision of a hot meal are very important. The Review Group feel strongly that this 'low level' type of provision should not be disregarded as it offers a valuable preventative service and would bring long-term savings. Nearly all service users interviewed commented on their social isolation and that attendance at the day care centre offered the opportunity to socialise and make new friends, which helped alleviate this. Financially, it would seem to be essential to provide for 'low level' needs, to prevent service users tipping over into 'high level' need, thereby, having a more effective service for users to give long-term health benefits, resulting in long-term cost benefits for the Council.
- 3.1.5 The quality of current services is very dependent on the care provider. The day centre organiser being the key to service quality, as staff and volunteers take their lead from that person. Quality of service is reliant on the ratio of staff and volunteers. The heavier reliance on volunteers impacts on the level of activity taking place. Many of the volunteers were older than those attending the centres. Some providers commented on the difficulty in recruiting younger volunteers. Staff training appears to be very low priority. In some centres, no training had been provided for some time.
- 3.1.6 The Review Group believes that better surroundings for some of the day care services would help improve utilisation of them. Some of the buildings were found to be very stark. Conversely, the better services were not always located in the better facilities. Day centre staff commented on the lack of adequate space for both activities and storage, which impeded the variety and duration of planned activity sessions. At Caldwell Court, the absence of storage space prevented the supervisor from arranging any activity where she couldn't transport the materials in the boot of her vehicle. At Arkwright Court, the service users have to stop activities in order to have lunch, as the same tables are used for everything. The supervisor commented that if she could seat service users away from the dining table during the morning session, it would enable the table to be laid attractively in readiness for lunch and would also encourage service users to mobilise. This would allow activities to be suspended rather than terminated, as at present. The supervisor also commented on the difficulties in finding suitable venues. Some were too cold for older people, particularly in regard to toilet facilities. The most disappointing facility was Woodside in Ross-on-Wye. On paper, this should have been excellent – a purpose built establishment – warm, modern, well furnished and fully staffed. But the Review Group found that the treatment room had no facilities and was being used for storage, whilst the excellent bathing facility was unused. The Review Group expressed concern at the two empty flats in the complex. Their concern was increased as a result of the fact that Shaw Healthcare has a 30-year contract to provide such services for the Council. It is essential that these services are fully and properly used.
- 3.1.7 Herefordshire is a sparsely populated rural county, and people often have to travel long distances to access a day care service. In order to engage with the wider community, local amenities, such as pubs, village halls and schools should be better utilised. However, the Review Group recognises that there would be security issues with using school premises during term times, though these premises could be considered for evening and weekend activities. Consideration

would also have to be given to furniture, as seating in primary schools would not be suitable for service users with mobility problems.

- 3.1.8 Transport arrangements for day care are chaotic and illogical. Unsatisfactory and inequitable transport provision has a direct impact on service users. The Review Group did not consider that commercial taxi firms offer good value for money. Service users attendance was often severely restricted by taxi company late pick-up and early drop-off times, in some cases reducing the session to a half day. This has consequences for any outings arranged, as day care co-ordinators must ensure they return service users to the centre in time for transport. Some service users can be subjected to a lengthy journey, in order to attend a day care centre, due to the large catchment area for the transport provider and route travelled.
- 3.1.9 The Review Group found the current ad-hoc access to day care alarming. This would need to be addressed for future services. Any future provision should take account of prevention services and be needs led rather than client / age specific.
- 3.1.10 There are currently no day care services operating in Bromyard, yet the Review Group found no justification for this. Bromyard should have the same access to day care services as the other market towns.
- 3.1.11 It would be better to have a community resource for all needs than try to commission services in isolation from the wider community.
- 3.1.12 It was considered that there was no future for long-term block contracts within future services. Situations change dramatically over a short period and services will need to be flexible and kept up-to-date.
- 3.1.13 The under-utilisation of existing day care contracts must have detrimental financial implications for the Council. These marginalised services seem to appeal to a small, specific group. This makes it an expensive service for a small number of people. Current trends with personalisation pilots show that service users involved in these pilots are purchasing alternative, more creative services rather than statutory services. New services need to fill any gaps.
- 3.1.14 The Review Group noted that the increase in day care charges has made the service very costly. Service users pay much more than the £4.10 revised charge. There are a variety of additional costs associated with meal provision, transport, raffle tickets, raffle prizes and foot care. The proceeds from raffles are vital to subsidise all activities provided. These lifeline services are no longer affordable for many people on low incomes, especially when compared against the minimal pension increase. The Review Group questioned how personalised budgets were worked out and whether such factors, as identified above, were taken into account.
- 3.1.15 The Review Group considered the emerging themes from the recent public consultation events. These included issues around social inclusion / integration, transport, accessibility, affordability, the need to improve existing services rather than create new ones and publicise them. These are very real concerns for the people who would use current day care services and must be taken into consideration for any future service model.
- 3.1.16 Plans are underway to run some small pilot schemes for some of the proposed day service models, to test their viability. The Review Group are keen to follow up on this phase of the modernisation strategy, to ensure that the findings from the evaluation of these pilot schemes should influence future service delivery.

#### **4. Recommendations**

The Review Group has made a number of recommendations in response to its findings:

- 4.1 Health and social care needs are inextricably linked. Services should be designed to meet both health and social care needs. Personal care needs are essential and should be given the same priority as social needs. Laundry services are also an essential requirement for some elderly people and these services should be made available in more day care facilities. The PCT should be involved in the joint funding of day care services, to enable a seamless health and social care service to be delivered.**
- 4.2 Future services must incorporate a diverse range of stimulating activities, to engage with both 'younger' and 'older' older people, and to attract more interest, both from potential service users and volunteers. The complexity of introducing new services alongside the personalisation agenda must be carefully managed, to ensure services won't be out-of-date immediately.**
- 4.3 Because the County's population has a disproportionately high number of older people, which is predicted to rise more rapidly in Herefordshire than elsewhere in the country, the Council needs to invest in quality day care, in order to prepare for a perceived increase in service need.**
- 4.4 Although considered 'low level' services, for a certain group, socialisation and the provision of a hot meal are very important. Totality of service is needed to meet all levels of need. This should be addressed through future service contracts.**
- 4.5 All staff engaged in the delivery of day care services, must be trained to a higher level, to ensure the quality of service provision. There are some opportunities for appropriate training to be accessed free of charge through training organisations, which would reduce the provider costs to replacement hours. This should then enable the provider to budget for other specific training. The role of volunteers within the new services must be carefully considered. Volunteers should be recognised for the contribution they make and should be made to feel valued. This contribution should be viewed as additional support rather than relied upon as core provision. It is essential that volunteers are offered training to help them develop within their volunteering role.**
- 4.6 Suitable premises must be secured that can accommodate the level of need being supported in that locality. Consideration must be given to the size, layout, heating and accessibility of these buildings. A good sized main hall with various small meeting rooms to enable a diverse range of activities and services to take place simultaneously would offer service users more choice. Premises must have adequate storage facilities to enable day care supervisors to broaden the range of activities that can be offered, as it would allow ease of setting up and packing away materials and minimise the need to transport equipment and materials to each session. A fully equipped kitchen would add value to services, as meals could be cooked on site, which would offer service users a choice of menu. This would also be a healthier alternative to meal delivery, as the risk of contamination and food temperature falling below food safety standards is substantially reduced.**
- 4.7 In order to provide 'low level' preventative services locally for people in such a sparsely populated rural county, local amenities such as pubs and village halls should be utilised, and links should be forged between day care services, nurseries and schools. Links should also be made with voluntary organisations, e.g. the U3A, to maximise choice and minimise costs. Localised services would reduce the distances having to be travelled currently, cutting transport costs, and would lengthen the duration of the day care session.**
- 4.8 Transport provision must be more securely arranged with more equitable availability. Effective engagement with community transport schemes would help address this issue and possibly reduce costs. The Review Group recommends that the transport strategy should be looked at for all services, not just day care. There**

is a need to determine who is responsible for this strategy and identify the timescales for delivery. However, due to the urgent need to address the issue of transport for day care, the Review Group acknowledges that this element of the transport strategy will have to be prioritised by the Prevention Services Project Team, possibly as a pilot scheme, which would then fit in to the overall transport strategy.

- 4.9 The current ad-hoc access to day care must be addressed for future services. There must be a clear assessment process that all social care workers and providers adhere to. This process must be needs led rather than client / age specific and must focus on prevention services.
- 4.10 Bromyard should have the same access to day care services as other market towns.
- 4.11 Resource centres, to include adult education, should be developed as a hub for the wider community. These centres could be utilised by the health sector, voluntary organisations and adult social care to offer seamless services for all adults. The Council should look at the Tanbrook Centre, as a model for this.
- 4.12 There should no longer be any involvement with long-term block contracts, as service needs change dramatically over a short period of time. The maximum duration should be a rolling three-year block contract but with built in flexibility to allow for market changes.
- 4.13 A formal recommendation is made to review all existing day care contracts, to establish what the under-utilisation of day care services is costing the Council. This applies in particular to the 30-year Shaw Healthcare contract, as any remodelling of service will be restricted by the terms of that contract. Action must be taken to increase utilisation of Shaw Healthcare day care services as an urgent priority. When considering the personalisation agenda, all services will need to improve their quality and market themselves, in order to attract personalised budget holders. Shaw Healthcare needs to be more flexible in approach to service provision, to maximise take-up of places and reduce the number of vacancies that Adult Social Care are currently paying for.
- 4.14 Remodelled day care services must be provided more cost-effectively than current services, to ensure that these new service models are affordable for all service users including those on low incomes. Service users must not be expected to subsidise these services through fund-raising activities such as raffles. Any plans to introduce personalised budgets must take account of the additional costs levied on service users, e.g. meal provision and transport.
- 4.15 The emerging themes from the recent public consultation events must be taken into consideration when remodelling day care services, to ensure they are needs led and service user focused.
- 4.16 The Review Group should look at day care services again in twelve months time, to see which, if any, of the pilot schemes are working and consider their effectiveness, and if possible implement those that prove effective.

<b>REVIEW:</b>	The Modernisation of Day Opportunities for Older People	
<b>Committee:</b>	Committee	<b>Chair:</b> Councillor Bowen
<b>Lead support officer:</b>	Sue Dale, Prevention Services Manager	

## SCOPING

### Terms of Reference

This review covers Day Opportunities Services for older people commissioned by Herefordshire Council and provided under a Service Level Agreement. The review will cover the following:

- To review the current use of day centre resources, and measure capacity against projected future need, as identified in the needs analysis carried out by the Council's Corporate Policy and Research Team in August 2006.
- To review the current range and quality of services and activities available, in line with guidance set out in the Green Paper, "Independence Well-being and Choice".
- To review the current range and quality of services and activities provided by comparator local authorities and identify models of best practice.
- To consider the implications of Direct Payments, Individualised Budgets and self directed care
- To review the findings from consultation activity/engagement with stakeholders and service users.
- Following the review, to make recommendations to Cabinet about policy development.

### Desired outcomes

To make recommendations to Cabinet on remodelling Day Opportunities Services, to move away from traditional building based 'service driven' provision to a 'needs led' community-focused service and to clarify the extent of the role of social care in delivering this model. In particular: -

- A remodelled Day Opportunities Service that would help address one of the major initiatives set out in the Adult and Community Services Divisional Plan 2007 – 2010, to move towards a preventative model of service provision.
- A new service model that would provide an opportunity to improve the Council's performance management targets and raise performance above its current one-star rating.
- A new service model that would provide a structure for early intervention, preventative services, and rehabilitation to reduce the number of crisis referrals to health and social care services.
- A new service model that would act as a signposting mechanism to other services.
- A new service model that would help alleviate the perceived increase in care need related to the above average increase in the older person population.
- A new service model that would help reduce levels of isolation by providing services in rural locations.
- A new service model that could be integrated with Learning Disability and Physical Disability day opportunities services.

**Key questions**

- What are the current resources allocated to day opportunities services for older people and is current service delivery cost-effective?
- What is the current range and quality of services and activities available, and does this provide value for money?
- What are the perceived future demands for service, in terms of quantity, quality, innovation and flexibility?
- What services do the older people of Herefordshire want, both now and for the future?
- What model(s) of service would meet identified current and future need?
- What outcomes will be wanted from future commissioning intentions?

**Links to the Community Strategy**

The Review Group will identify how the outcome of this review contributes to the objectives contained in the Herefordshire Community Strategy, including the Council's Corporate Plan and other key plans or strategies.

**Timetable**

<i>Activity</i>	<i>Timescale</i>
Agree approach, programme of consultation/research/provisional witnesses/dates	September 2007
Collect current available data	August 2007
Collect outstanding data	September 2007
Analysis of data	September 2007
Final confirmation of interviews of witnesses	
Carry out programme of interviews	
Agree programme of site visits	
Undertake site visits as appropriate	
Update to Strategic Monitoring Committee	
Final analysis of data and witness evidence	
Prepare options/recommendations	
Present Final report to Strategic Monitoring Committee	Jan 2008
Present options/recommendations to Cabinet	February 2008
Cabinet response	
Implementation of agreed recommendations	April 2008

**Members**

Councillors  
Cllrs WLS Bowen (Chair), PA Andrews, ME Cooper, MJ Fishley and AT Oliver

**Support Officers**

Sheila Morgan  
Sue Dale

### Scrutiny Review Group Day Centre Visit to Madley Mobile Day Centre

29/11/2007

Visiting party:

- |                            |   |
|----------------------------|---|
| Councillor Sebastian Bowen | – Vice-Chairman of Adult Social Care and Strategic Housing Scrutiny Committee |
| Sharon Pugh                | – Policy Procedure and Standards Development Officer                          |
| Sheila Morgan              | – Prevention Services Project Manager   |
| Carol Williams             | – Prevention Services Project Officer   |

#### Provider

- Age Concern, Hereford and Rural

#### Frequency

- Alternate Thursdays

#### Venue Capacity

- Capacity for 25 / 25 in attendance on this day
- Provider is contracted for running the service rather than quantity of placements

#### Premises

- Village hall – Main hall rented by Age Concern. A second meeting room rented simultaneously by a mother and toddler group.
- Good sized room with plenty of space for presentations, activities etc
- Building accessible to wheelchair users
- Very limited parking
- Good size, well equipped kitchen
- Well heated – Age Concern invoiced for amenities used.

#### Co-ordinator

- Employed by Age Concern as part of a team to co-ordinate the mobile day centres.
- Very defensive
- Happy with current facilities and activities. Would not offer any ideas for future development of service.
- Does not like 'Council' involvement. Claimed it to be very restrictive on the type of service they could offer. When asked to identify an example of restrictions, could not.
- Maintains that two-thirds of service users will stop attending, once charges increase in January.

#### Volunteers

- Eight volunteers – well liked and respected.
- Volunteers organise the day to day running of the centre.
- They work well as a team. They shop for the food, cook the mid-day meal and facilitate some activities.
- Difficulty in recruiting younger volunteers. Many of the current volunteers are older than those attending the centre.

#### Transport

- Provided by various means – Age Concern minibus, volunteers, co-ordinator and family members
- Minibus driver employed by Age Concern. Also acts as a second carer within the day centre.

#### Activities / Events

- Coffee and biscuits on arrival (Purchased out of welfare fund)
- Mid-day meal cooked on site (£2.50 charge per meal)
- Foot care – carried out in Age Concern mobile unit by private chiropodist (£10 charge per session)
- Organised quiz
- Bingo
- Weekly raffle – All prizes donated by attendees
- Guest speakers on an ad-hoc basis
- Organised events – approximately three per year, e.g. meal at local pub, visit to garden centre etc.
- Christmas party
- Links with local junior school for religious festivals / celebrations, e.g. Christmas, Easter, Harvest Thanksgiving.

### Charges

- Attendance – amount subject to Fairer Charging Policy. Current charge is £2.70, which will rise to £4.00 in January 2008.
- Meal – £2.50 per person per session
- Transport – no charge at this venue
- Raffle – 20p per ticket (Christmas raffle = 50p per ticket)
- Visits and outings paid for out of welfare fund, which is generated through service user fundraising activities. Service users also pay an additional contribution to offset any deficit within the fund, to cover event costs.

### Service User / Carer comments

- All happy with facilities and look forward to attending
- All praised the volunteers
- All looked forward to the meal being provided
- All mentioned 'social isolation' as one consequence of non-attendance
- No new ideas for other activities – one person also attends the LIFT programme. One service user remarked that they used to do basket weaving, which she enjoyed but this was no longer available.
- Carer spoke of the difficulties encountered since her mother's second stroke. Would like advice and support as to how to access appropriate health care services and support aids, to enable her to participate in previously enjoyed activities. Carer had been told that her mother did not need to leave her house. A day centre that provided bathing facilities would be really helpful, as her mother did not meet health criteria for a bathing aid, walk-in shower or wheelchair.

## Scrutiny Review Group Day Centre Visit to Caldwell Court Static Day Centre

29/11/2007

Visiting party:

- |                            |   |
|----------------------------|---|
| Councillor Sebastian Bowen | – Vice-Chairman of Adult Social Care and Strategic Housing Scrutiny Committee |
| Sharon Pugh                | – Policy Procedure and Standards Development Officer                          |
| Sheila Morgan              | – Prevention Services Project Manager   |
| Carol Williams             | – Prevention Services Project Officer   |

### Provider

- Age Concern, Hereford and Rural

### Frequency

- Every Thursday

### Venue Capacity

- Capacity for 15 / 13 in attendance on this day
- Provider is contracted for running the service rather than quantity of placements

### Premises

- Community room within a sheltered housing complex, provided as a temporary arrangement to offset difficulties with provision at previous site. Age Concern does not contribute to either rent or amenities.
- Very small room with very limited space for presentations, activities etc.
- Limited access to building. No disabled facilities. Minimal car parking.
- Small, confined kitchen.
- Well heated

### Co-ordinator

- Employed by Age Concern to co-ordinate three static day centres.
- Dedicated and very enthusiastic.
- Lots of ideas for future development of service – keen to expand facilities and current services on offer.
- Feels that transport issues are a major problem – expensive and limited service.
- Copes very well with the challenges that the limited facilities present.

### Volunteers

- Two volunteers – well liked and respected.
- One volunteer is attached to the Red Cross and provides hand nail care and upper body massage (No charge but service users always give a small donation to the Red Cross)

### Transport

- Service provided by local charity transport scheme, under a private arrangement with the day centre. Service user required to pay set fee of £4.00 regardless of distance from centre.

### Activities / Events

- Coffee and biscuits (purchased out of welfare fund)
- Mid-day meal delivered by WRVS (freshly cooked rather than frozen)
- Organised games / exercise
- Bingo – All prizes donated by attendees
- Weekly raffle – All prizes donated by attendees
- Hand nail care and upper body massage – carried out by Red Cross volunteer
- Guest speakers on an ad-hoc basis
- Organised events – approximately three per year. In addition, have a meal out every 6 – 8 weeks. Transport for this arranged through The Lions
- Christmas party
- Annual holiday to Lions Holiday Home

### Charges

- Attendance – amount subject to Fairer Charging Policy. Current charge is £2.70, which will rise to £4.00 in January 2008
- Meal – £2.50 payable to WRVS
- Transport - £4.00 payable directly to the charity transport scheme
- Raffle – 20p per ticket

- Visits and outings paid for out of welfare fund, which is generated through service user fund-raising activities. Service users also pay an additional contribution to offset any deficit within the fund, to cover event costs

#### Service User / Carer comments

- All happy with facilities and look forward to attending
- Time at Day Centre is restricted by availability of transport. This is a major problem for service users, as they can only access transport at non-key times, e.g. outside of school runs etc. This also limits events and activities because any outing has to be managed, to enable return to centre in time for transport home at 2.30 pm.
- Previous activities through the LIFT programme had to be discontinued, due to costs (£25 per session)
- All activities limited by space and funding. A permanent venue with storage facility would be a bonus, as it would enable more variety of activities and events. The majority of activities that are organised incur a charge, which has to be paid for out of the welfare fund. More access to free activities such as the reminiscence session provided through the museum would help.

## Scrutiny Review Group Day Centre Visit to Drybridge House Static Day Centre

13/12/2007

Visiting party:

- |                            |  |
|----------------------------|--|
| Councillor Polly Andrews   | – Chairman of Adult Social Care and Strategic Housing Scrutiny Committee |
| Councillor Sebastian Bowen | – Committee Vice-Chairman  |
| Sharon Pugh                | – Policy Procedure and Standards Development Officer                     |
| Sheila Morgan              | – Prevention Services Project Manager                                    |

### Provider

- Age Concern, Herefordshire and Worcestershire

### Frequency

- Four times per week Monday – Thursday

### Venue Capacity

- Capacity for 25 / Attendance on this day unclear as service users were arriving sporadically during the visit
- Provider is contracted for 22 placements each Monday, then 24 placements each Tuesday, Wednesday and Thursday

### Premises

- Community room in Drybridge House sheltered complex, which is owned by Anchor Housing and rented out to Age Concern.
- Good sized room with plenty of space for presentations, activities etc
- Building accessible to wheelchair users
- Very limited parking
- Good size, well equipped kitchen
- Well heated

### Co-ordinator

- Employed by Age Concern
- Agreed to put her concerns and suggestions in writing to the councillors

### Staff and Volunteers

- Four care staff and two kitchen staff employed by Age Concern
- Four volunteers – though not all present each session
- Staff and volunteers well liked and respected by service users.
- Employed staff organise the day to day running of the centre. On this visit, all staff dressed in festive hats and aprons, to promote the Christmas spirit.

### Transport

- Provided by various means – in-house transport, Dial-a-Ride, public transport and family members

### Activities / Events

- Coffee and biscuits on arrival (Price included in charge for meal, subsidised by fund-raising activities)
- Mid-day meal cooked on site (£2.40 charge per meal)
- Foot care – plans are underway to introduce this service via Age Concern (£12 charge for foot care kit, then £5 per session)
- Organised quiz
- Bingo
- Weekly raffle
- Activities – e.g. skittles
- Entertainment – e.g. singer and musician attending that afternoon
- Organised events – e.g. meal at local garden centre etc.
- Christmas party – each service user receives a Christmas gift. (On this occasion, a bottle of mulled wine)
- Christmas lunch – provided on each of the four days, to ensure no-one missed out. (The table was beautifully laid and looked very festive)

### Charges

- Attendance – amount subject to Fairer Charging Policy. Current charge is £2.70, which will rise to £4.00 in January 2008.
- Meal – £2.40 per person per session
- Transport – in-house charge subject to Fairer Charging Policy. Dial-a-Ride £4.40 per round-trip.
- Visits, outings and entertainment paid for out of welfare fund, which is generated through service user fund-raising activities.

### Service User / Carer comments

- All happy with facilities and most look forward to attending
- All praised the staff and volunteers
- All looked forward to the meal being provided
- All mentioned 'social isolation' as one consequence of non-attendance
- Some complained about the duration of the sessions. Due to transport arrangements, not arriving until mid-morning, then having to leave at 2.15 pm, which was half-way through the afternoon and meant that they spent a long period at home alone.
- Some complained that activities were not very "stretching" and that they would like something more exciting to do.
- Some new ideas for other activities – e.g. card games such as whist or bridge, computer lessons, to go bowling.

Many of the attendees at Drybridge House Day Centre had a higher level of dependency than those attending Madley or Caldwell Court.

## Scrutiny Review Group Day Centre Visit to Woodside Static Reablement Day Centre

13/12/2007

Visiting party:

- |                            |  |
|----------------------------|--|
| Councillor Polly Andrews   | – Chairman of Adult Social Care and Strategic Housing Scrutiny Committee |
| Councillor Sebastian Bowen | – Committee Vice-Chairman  |
| Sharon Pugh                | – Policy Procedure and Standards Development Officer                     |
| Sheila Morgan              | – Prevention Services Project Manager                                    |

### Provider

- Shaw Healthcare

### Frequency

- Seven days per week

### Venue Capacity

- Capacity for 15 / Attendance on this day very high as it coincided with the Christmas coffee morning. Service users and family members were present to support the function, so this was not indicative of a normal day's attendance.
- Provider is contracted for 15 placements each day with an age of 18 upwards.

### Premises

- Purpose-built and recently refurbished building, located in the centre of a sheltered complex, which was transferred to Shaw Healthcare by Herefordshire Council in 2004.
- Good sized room with plenty of space for presentations, activities etc. Small drink-making area in main room.
- Private therapy room, though therapy couch has been removed. Not being used at present as there is no therapy support.
- Purpose-built bathroom with adjustable high-tech spa bath, suitable for a range of disabilities. Not being used at present as service users have to provide their own carers to assist them.
- Small 'Quiet Room' for those not wanting to take part in main activity, though this room is being used for storage at present.
- Building accessible to wheelchair users
- Very limited parking
- Good size, well equipped kitchen
- Well heated

### Co-ordinator

- Employed by Shaw Healthcare. Also manages Ledbury Day Centre. Was asked to provide temporary management cover into Woodside, whilst regular manager, Penny Brace, on secondment to another post. Will shortly be demoted to day care support worker, as she withdrew her application to manage the combined post of Leadon Bank Reablement Unit Manager and Reablement Day Care Manager because she prefers to be more 'hands on' with the day care service. Penny Brace will be returning to Woodside in mid-2008.
- Emphatic that "reablement" as a word does not exist. She is running the day centre to promote "enablement". She gave an example of bingo, which she believes stimulates the brain with numbers, encourages concentration and also encourages team working, as service users support each other to play the game.
- Is concerned that the increase in charges will impact on attendance figures, as some will stop attending.

### Staff and Volunteers

- Seven care staff and one cook employed by Shaw Healthcare. Two care staff and the cook on duty at each session.
- No volunteers, though steps are being taken to encourage people to volunteer.
- Staff well liked and respected by service users.
- Employed staff organise the day to day running of the centre.

### Transport

- Provided by various means – The Council contract with JMC, Community Wheels, public transport and family members

### Activities / Events

- Coffee and biscuits on arrival (Price included in charge for meal, subsidised by fund-raising activities)
- Mid-day meal cooked on site (£2.40 charge per meal)
- Organised quiz
- Bingo
- Weekly raffle
- Crafts
- Guest speakers
- Card games
- Dominoes, quoits etc

### Charges

- Attendance – amount subject to Fairer Charging Policy. Current charge is £2.70, which will rise to £4.00 in January 2008.
- Meal – £2.40 per person per session
- Transport – Council contract with JMC is subject to Fairer Charging Policy.
- Visits, outings and entertainment paid for out of welfare fund, which is generated through service user fund-raising activities.

### Service User / Carer comments

- All happy with facilities and look forward to attending
- All praised the staff and volunteers
- All looked forward to the meal being provided
- All mentioned 'social isolation' as one consequence of non-attendance
- Carers expressed a wish to see more activities being undertaken, to keep their family members more mobile. One lady explained that the other centre her father attended ran Extend classes and she would like to see something similar being offered here.
- A carer commented that she would like her husband to be able to make use of the bathing facility as she could not manage this task at home for him, but she would need to arrange for someone to come in and support him, which was difficult for her.

## Scrutiny Review Group Day Centre Visit to Arkwright Court Mobile Day Centre

**06/02/2008**

Visiting party:

Councillor Polly Andrews	– Chairman of Adult Social Care and Strategic Housing Scrutiny Committee
Councillor Sebastian Bowen	– Committee Vice-Chairman
Councillor Jo Fishley	– Committee Member
Councillor Aubrey Oliver	– Committee Member
Sheila Morgan	– Prevention Services Project Manager
Carol Williams	– Prevention Services Project Officer

### Provider

- Age Concern, Leominster and District

### Frequency

- Alternate Wednesdays, approximately 10.00 am – 3.00 pm

### Venue Capacity

- Capacity for approximately 12 / Attendance on this day unclear as service users were arriving sporadically during the visit but 9 present at time of departure.
- Provider is contracted for 90 places per week – 50 at Kington Court, 40 at mobile day centres, which approximates to 20 places per session for mobile centres.

### Premises

- Community room within a sheltered housing complex. Age Concern contributes to rent but this is inclusive of amenities.
- Very small room with very limited space for presentations, activities etc.
- Good access to building with disabled facilities. Minimal car parking.
- Small, confined kitchen.
- Well heated
- Bathing facility available at a nominal charge. Supervisor fully trained to assist service user with bathing, if needed.

### Supervisor

- Employed by Age Concern as part of a team to run the mobile day centres.
- Very informative and helpful.
- Finds current facilities better than previous venue, though would ideally like more space to enable service users to be seated away from the dining table during the morning. Table could then be set out for luncheon. Would love to be able to run the service weekly. Feels that day care is a lifeline for a lot of service users.
- Agreed that it was very difficult to find suitable venues. Some were too cold, particularly in the toilet facilities. Storage space was also an issue.
- Agreed that attendance was declining. As soon as a new member joined, you tended to lose an existing one but considering the age range (Two are 100 years old), this was to be expected.

### Volunteers

- Three volunteers – well liked, respected and valued.
- Volunteers organise the refreshments and offer practical support to members.

### Transport

- Provided by various means – Age Concern minibus (£2.50 charge), family members or even members driving themselves to venue. It could sometimes mean a long travel time for the first person picked up by the minibus.
- Minibus driver employed by Age Concern. Also acts as a second carer within the day centre. Takes over afternoon bingo session.

### Activities / Events

- Coffee and biscuits on arrival (Purchased out of welfare fund)
- Mid-day meal collected from WRVS at Hereford by minibus driver. Provision in Leominster WRVS not as good quality and provider also refused to supply food in large containers, which is more practical for the day centre. Hereford WRVS will do this. (£2.50 charge per meal)
- Foot care – not provided at this centre but supervisor will cut finger nails, provided service users not diabetic.
- No hairdresser visited this particular centre, though this facility was available at other mobile centres.
- Supervisor advised that it was difficult to find volunteers to support quizzes, though a quiz sheet was circulated during this visit.
- Bingo – during afternoon
- Activities – Supervisor advised that some were interested in crafts. One service user was knitting squares for blankets, to be donated to a charity shop.
- No guest speakers
- Organised events – approximately three per year, but dependent on available money in welfare fund.

### Charges

- Attendance – amount subject to Fairer Charging Policy. Current charge is £2.70, which will shortly rise to £4.00, once financial assessments have been completed.
- Meal – £2.50 per person per session
- Transport – £2.50 charge at this venue
- Visits and outings paid for out of welfare fund, which is generated through service user and volunteer fund-raising activities.

### Service User / Carer comments

- All look forward to attending and enjoy the company. Like the surroundings.
- All praised the volunteers and staff as, "Very fair, decent people".
- All enjoy the midday meal provided.
- All mentioned 'social isolation' as one consequence of non-attendance and agreed that it was nice to meet others who were "In the same boat" as themselves.
- One service user felt that fortnightly attendance was sufficient to support her needs.
- Some service users felt that they would like to be able to attend weekly.
- One service user was pleased to be able to go to Leintwardine as well as this centre, as he had previously lived there.

## Scrutiny Review Group Day Centre Visit to Kington Court Static Day Centre

**06/02/2008**

Visiting party:

Councillor Polly Andrews	– Chairman of Adult Social Care and Strategic Housing Scrutiny Committee
Councillor Sebastian Bowen	– Committee Vice-Chairman
Councillor Jo Fishley	– Committee Member
Councillor Aubrey Oliver	– Committee Member
Sheila Morgan	– Prevention Services Project Manager
Carol Williams	– Prevention Services Project Officer

### Provider

- Age Concern, Leominster and District

### Frequency

- Daily Monday – Friday

### Venue Capacity

- Capacity for 10 / fully attended on this day.
- Provider is contracted for 50 placements per week at this venue.

### Premises

- Separate unit within Kington Court, comprising large community room, office, kitchen and toilet facilities. No additional charge to Age Concern, as premises part of overall contract between Blanchworth Care and the Council.
- Good access to building with disabled facilities. Some car parking.
- Decent sized kitchen.
- Well heated

### Co-ordinator

- Employed by Age Concern to co-ordinate this static day centre and the four mobile day centres.
- Very knowledgeable and enthusiastic.

### Supervisor

- Employed by Age Concern to run the day centre on a daily basis.
- Very enthusiastic and well-trained. Runs the exercise sessions herself.

### Volunteers

- A few volunteers – well liked and respected.

### Transport

- Provided by various means – Age Concern minibus (£2.50 charge), family members or even members driving themselves to venue. It could sometimes mean a long travel time for the first person picked up by the minibus.
- Minibus driver employed by Age Concern. Also acts as a second carer within the day centre.

### Activities / Events

- Coffee and biscuits (purchased out of welfare fund)
- Mid-day meal cooked in Kington Court kitchen
- Organised games
- Exercise sessions, which were run in a fun way, so that participants thoroughly enjoyed the activity.
- Foot care
- Hairdresser
- Quizzes
- Bingo
- Activities / crafts
- Guest speakers
- Organised events – approximately three per year, but dependent on available money in welfare fund.

### Charges

- Attendance – amount subject to Fairer Charging Policy. Current charge is £2.70, which will shortly rise to £4.00, once financial assessments have been completed.
- Meal – £2.50 per person per session
- Transport – £2.50 charge at this venue
- Visits and outings paid for out of welfare fund, which is generated through service user and volunteer fund-raising activities.

### Service User / Carer comments

- All happy with facilities and look forward to attending
- Some mentioned that the travel between home and centre was really enjoyable, as they got to see the countryside.
- Some mentioned that they had made many new friends as a result of attending.

Overall impression of Kington Court Day Centre was that it is a very vibrant, buzzing and active centre.

## Scrutiny Review Group Day Centre Visit to East Radnor Static Day Centre

19/02/2008

Visiting party:

Councillor Olwyn Barnett	– Cabinet Member
Councillor Polly Andrews	– Chairman of Adult Social Care and Strategic Housing Scrutiny Committee
Councillor Sebastian Bowen	– Committee Vice-Chairman
Councillor Aubrey Oliver	– Committee Member
Sheila Morgan	– Prevention Services Project Manager

### Provider

- East Radnorshire Day Centre is a registered charity with a Committee made up of retired professional people. A service user representative also sits on this committee. Vicki Ball is the manager and has been with the centre from the beginning. East Radnor Day Centre is a member of the Powys Association of Voluntary Organisations (PAVO).

### Frequency

- Daily Monday to Friday

### Venue Capacity

- Capacity for approximately 24 / fully attended on this day.
- Herefordshire Council has a spot-purchase arrangement with the provider.

### Service

- The day centre is located in the former school building. A Welsh Office Grant enabled the building to be developed about 13 years ago. Vicki joined at this stage.
- The day centre has been open and running for about 12 years and is the only day centre in this area. It has a 20-mile radius catchment area.
- There is no age criteria for admission to the day centre. Every potential member is assessed to determine whether the centre could meet that person's needs. If Vicki feels that this is possible, each person is invited to attend for a day, free of charge, to see whether they like the centre.
- The centre is available to adults, including those with a learning disability, those with mental health problems and those with dementia. 2 younger members with a learning disability have been taught to read by volunteers, since joining the centre, which has greatly improved their quality of life.
- The building has two large rooms, one used as the day room, the other used as the dining room. It also has a large, well-equipped bathroom, toilet facilities, laundry facilities, treatment room, "Quiet room", large kitchen area, office and storage space.
- The "Quiet room" is used for confidential matters such as dealing with vulnerable adult abuse situations. It is also used for reminiscence sessions.
- Vicki is running a pilot scheme for an "Alzheimer's Café" and hopes to launch this in April. She currently has 6 members with full blown dementia. They are kept safe but not fulfilled. The Alzheimer's Café will provide person centred care for people with dementia on a 1 – 1 basis. The scheme will aim to identify the needs of people in the early stages of dementia and identify the needs of their carers. Vicki plans to hold this café in a private room at the local pub. She has secured funding for 12 sessions with a unit cost of £47 per day.
- Powys County Council has a 3-year contract with East Radnor charity worth £120,000 per year. The centre costs approximately £140,000 per year to run, therefore spot purchase arrangements with Herefordshire Council and Shropshire County Council and fund-raising activities make up the deficit. A fundraiser is employed to secure ongoing funding.
- The centre also accepts private clients. They are charged £25 per day, which is fully inclusive of bathing, meals, refreshments etc. There are currently four private members attending. Referrals usually come through family members but some members self-refer.
- Approximately one-fifth of members attend daily, which enables them to continue to live in their own homes.
- Vicki believes that it is vital to address social isolation.

### Staff

- Employed by East Radnor. Good recruitment and retention track record. Most live fairly local to the venue.
- 10 staff on duty per day, including 4 trained care staff, Vicki, admin assistant, 2 volunteers and minibus drivers.

- The admin assistant also acts as Vicki's main fundraiser. The East Radnor Committee has agreed to promote her to deputy manager, in recognition of the valuable role she fulfils. This will enable Vicki to step back a little. Admin works 5 days per week but part-time on 20 hours.
- Vicki believes that it is vitally important to have well paid and well trained staff. She ensures that staff are paid above the normal rate, in recognition of their value. (£7+ for seniors; £6+ for care staff)
- Staff are all fully trained –
  - NVQ up to level 4
  - Moving and Handling
  - Food Hygiene
  - First Aid
  - Protection of Vulnerable Adults (POVA)
  - Midas (For minibuses drivers)
  - Foot care for those interested
- NVQ training is accessed through the Welsh Office. This is provided on site by Bethany Training. Vicki pays for Food Hygiene and First Aid training out of charity funds. All other training is provided by Powys County Council free of charge. Vicki merely has to pay for replacement hours whilst staff attending courses.

#### Volunteers

- Two volunteers per day – Vicki sees these as the “icing on the cake” but would never allow them to provide core services.
- Volunteers have access to the same training as employed staff, though not all take advantage of this.

#### Transport

- East Radnor Day Centre owns two minibuses. They run both daily, to ensure that no-one spends more than an hour on the bus. Transport costs are supported through the charity. Social care service users are charged by respective local authority as per their charging policy. Powys County Council charges their service users £4.73 per day. Herefordshire Council pays Vicki 50p per mile for transport costs associated with our service users.
- Minibus drivers have an escort to help them with assisting service users on / off bus. Each minibus has a mobile phone, so that they can contact Vicki in any emergency.

#### Activities / Events

- Coffee and biscuits on arrival
- Mid-day meal collected from local school by taxi. Service users devise a 4-week rotational menu. Food once delivered is placed in heated cabinets to ensure correct temperature for food hygiene. (£3 charge per meal for social care service users, to include all other refreshments) Special menus provided for those with likes / dislikes, also mental health needs re food.
- Bathing – Provided by staff, who will fit in up to 8 baths per day. (Currently 6, due to level of dependency of those using service) Council pay Vicki £6.50 per bath if identified on the care plan. If the bath is based on choice rather than need, Vicki charges £3 to the individual. This cost is subsidised through the charity, in recognition of the importance of this facility.
- District Nurse – Calls daily to deal with dressings, insulin injections etc.
- GPs – More reluctant to visit, due to caseload but will attend if the need is genuine and urgent.
- Foot care – Provided by staff who are trained as foot health practitioners, at a cost of £3 per session. Service users don't have to buy a pedicure kit, as there is a steriliser at East Radnor. Chiropodist is called in for identified problems. District nurse called in for such things as ulcers.
- Raffles – 50p per ticket, which helps pay for entertainment and activities.
- “Brainteaser” – A brainteaser quiz takes place in the mornings, though some members prefer to sit and have a friendly chat.
- Debates – Members also have lively debates about things in the paper.
- “Afternoon fun sessions” – Staff dress up in silly costumes and there are team games. Vicki believes laughter is a good tonic and most members join in. Vicki takes those with dementia into a separate “quiet room” for reminiscence sessions.
- Hairdresser
- Laundry facility – Service users can get their laundry washed and dried for a nominal charge.
- Organised events –
  - Two professional music sessions per month, through the Harry Secombe Hospital Scheme. (£118 per session but two per year free of charge) Service users contribute towards sessions with raffle proceeds.
  - Organised outings, i.e. to Dunkertons Cider Mill, Small Breeds Farm, Hergest Croft, Brecon Canal, Llandrindod Wells Lake, Elan Valley Dams, Mousetrap cheese making factory. Vicki ensures everyone is given chance to go on at least two trips per year.

### Charges

- Attendance – amount subject to Fairer Charging Policy. Current charge is £2.70, which will shortly rise to £4.00, once financial assessments have been completed. Herefordshire Council currently pays East Radnor £25 per day because there are only three attendees. Price reduces if more attend. They also pay 50p per mile travel costs.
- Meal – £3 per person per session, to include all refreshments
- Transport – subject to Fairer Charging Policy. East Radnor is paid by relevant Council.
- Visits and outings paid for out of welfare fund, which is generated through service user and volunteer fund-raising activities.

## Summary of key findings:

- There are currently twenty four day centres for older people operating in and around Herefordshire. These provide capacity for approximately 700 contracted / planned sessions per week, excluding spot purchase arrangements.
- None of the day centres is operating to full capacity. Occupancy at static day centres is approximately 45%, whilst occupancy at mobile day centres is approximately 50%. Analysis of attendance between 2005 and 2007 for a sample group of the day centres showed a steady trend of reduced attendance.
- Unit costs, excluding revenue generated from service user contributions, are estimated to be in the region of £56.47 per session, because of reduced attendance. This is supported by the 2006/2007 PSS EX1 Return, which gives a unit cost of £54 for day care for older people. This shows an increase from the 2005/2006 PSS EX1 Return, which cited a unit cost of £28.
- There has been a 61% reduction in income generated through charging for day opportunities. The proposed increase in charges from £2.70 to £7.30 has received a lot of criticism. If the proposal is approved, and the revised day opportunities charge introduced, this could further impact on levels of attendance.
- Most Day Opportunities Service contracts do not include details about service specification, the provider being contracted for a service as opposed to specific outcomes. This makes monitoring against the contract difficult. Plans are already underway to design and introduce a robust contract specification, focused on outcome based services. This work is essential, to support modernisation plans, to deliver services that meet national and local strategic objectives for a preventative model of service provision focused on promoting independence.
- Population projections for Herefordshire predict an increase in numbers and proportion of older people. The County already has a disproportionately high number of older people and this figure is predicted to rise more rapidly in Herefordshire than elsewhere in the country. 88% of current day centre attendees are over the age of 75, 80% of day centre attendees are female and 99% are white British. Any remodelling of day opportunities services must take account of these important factors and address the need for more innovative and flexible services, tailored to meet diverse needs.
- There is a fairly even spread of service users across the County, with the exception of Bromyard, where currently no day opportunities service exists. The estimated population for the County is 177, 790, which means that only 0.23% of the population is accessing day opportunities for older people.
- In the majority of cases, it is stipulated that commissioned services should be provided to older people who have had a community care assessment. However a substantial proportion of day centre attendees have self-referred. Furthermore, 12% of day centre attendees have never received a review of their day opportunities provision since onset of service.
- 27% of service users have been attending a day opportunities service for more than five years. The longest recorded attendance on CLIX was for twenty-four years but anecdotal evidence shows that some service users have attended their respective day centres for almost twenty-eight years. Current day opportunities services have no goals and outcome measures in relation to the length of time a service should be provided for. Evidence verifies that, once service users are accepted into a day centre, most can continue to attend indefinitely. The main reasons for termination of the service seem to be when the service user becomes too frail to continue attending or becomes disinterested in the activities provided, or their care needs exceed the limitations of the facility.
- 64% of service users only attend a static day centre once per week, yet 18% of current capacity is provided seven days per week. A seven-day service is available in three of the static centres, yet weekend occupancy is lower than on any other day.
- 1% of service users attend three or more different day centres. Even though the numbers involved are very low, for service users to have to attend three or four different centres, in order to meet their needs, suggests that current resources are ineffective.
- Distance mapping of round-trip journeys travelled in order to attend a day opportunities service, showed that 53% of static day centre attendees endured a round-trip of more than 10 miles.

The longest recorded round-trip journey was 45.4 miles. The round-trip distance travelled by mobile day centre attendees showed that 20% had to endure a journey of more than 10 miles with the longest recorded journey being 27.2 miles. These distances being travelled do not support the Council's Environmental Policy.

- When looking at day opportunities in a rural county such as Herefordshire, transport arrangements have to be taken into account. There is no standard approach to the provision of transport. It is dependent on the provider organisation's contractual arrangement with the Council. This suggests that there is no equality of access to transport. Due to the sparsely populated rural areas of the County, any remodelling of day opportunities would have to ensure robust transport arrangements were in place to support the new service.
- Most of the day centres have a combination of employed staff and volunteers, which has an impact on the type and level of service that can be offered. Many of the services rely on volunteers to support delivery and could not continue without that valuable support, but this limits the type of service that can be provided. Volunteers are not permitted to assist with personal care, mobilising or transferring and this significant factor would need to be taken into account with any remodelled service.
- There are no consistent standards applied that relate to activities and meeting individual need, and there is no consistent and systematic involvement by older people or their carers in shaping the service. The length of the day opportunities session is often determined by the availability and scheduling of the transport, which in some cases means a very short day.
- The assessed needs being met within existing day opportunities services seem to be to reduce social isolation and provide carer respite but there is also a wide range of options that could be implemented to improve health and wellbeing through involvement and purposeful activity.
- There are important trends emerging with respect to usage and activity levels within current day opportunities services nationally. Services commissioned by Herefordshire Council are not providing the levels of service set out in contracts and Letters of Agreement, with approximately 50% of capacity being utilized, which doubles the unit cost for provision of service.
- Herefordshire has a lower older persons population than comparator authorities, though the percentage of Herefordshire's population of older people is comparable to the other authorities. Ethnicity and gender statistics were also comparable.
- Herefordshire has a lower percentage of in-house service provision than other authorities, which could be a contributory factor to the type of service being provided in this County, due to the heavy reliance on volunteers.
- Herefordshire spends less per capita on older persons services than comparator authorities. The 2005/2006 PSS EX1 return showed that Herefordshire's day opportunities services were mid-range in terms of cost, with Shropshire having the most expensive service costs and Cornwall having the lowest.
- Various models of good practice have been visited and studied. Evidence gathered from visits and desktop research has shown that no one model of day opportunities service would be likely to meet the diverse needs of older people in Herefordshire. Evidence has also shown that this County lags behind our comparator authorities in the delivery of innovative, rehabilitative and preventative day opportunities services. Therefore, a remodelling of day opportunities would be the most appropriate solution.
- Current services do not readily meet the needs of older people in Herefordshire, as proven by the low attendance figures. Evidence suggests that the new service model should be designed as a continuum of different services, in order to meet the diverse needs of our increasing older population. A care pathway could be created, which would enable service users to join, branch off or leave the pathway at whatever level met their need. Each route on the continuum would have a clear signposting mechanism to other more appropriate services, wherever there was a need for change, whether it be through improved independence or through deterioration.
- A proactive approach to modernising day opportunities services would be to involve current and potential service users, their carers and stakeholders in the design and remodelling of this vitally important prevention service. This would help ensure that the new model of service was tailored to the needs of those who would access it. This could be achieved through a comprehensive consultation exercise, which should be the next phase of this project.

## Appendix 10

Summary of average attendance at all day centres for older people – 01/01/2007 – 31/12/2007

Day Centre:	Average attendance:				
	Q1	Q2	Q3	Q4	Overall
<b>Static centres:</b>					
Caldwell Court / *Disraeli Court	81 %	69 %	71 %	60 %	71 %
Golden Valley	48 %	43 %	41 %	50 %	45 %
Kington Court	79 %	77 %	79 %	82 %	79 %
Drybridge House	74 %	70 %	60 %	67 %	68 %
Elmhurst	56 %	58 %	59 %	60 %	58 %
Glenton Lodge	51 %	56 %	55 %	51 %	53 %
Ledbury Day Centre	77 %	75 %	71 %	61 %	71 %
Norfolk House	49 %	50 %	49 %	42 %	47 %
Woodside	15 %	18 %	21 %	27 %	20 %
<b>Leominster mobile centres:</b>					
Arkwright Court	43 %	52 %	49 %	58 %	51 %
Canon Pyon	43 %	43 %	41 %	43 %	42 %
Leintwardine	51 %	43 %	35 %	49 %	44 %
Staunton-on-Wye	35 %	38 %	36 %	38 %	36 %
<b>Hereford mobile centres:</b>					
Dinedor	34 %	37 %	44 %	40 %	38 %
Ewyas Harold	31 %	28 %	24 %	34 %	29 %
Kings Caple	22 %	23 %	18 %	15 %	19 %
Longtown	55 %	43 %	48 %	54 %	49 %
Madley	95 %	97 %	108 %	106 %	102 %
Orcop	73 %	66 %	66 %	76 %	70 %
Sellack	62 %	59 %	68 %	60 %	62 %
Sutton St Nicholas	51 %	49 %	47 %	49 %	49 %
Average occupancy at all centres for period 01/01/07 - 30/12/07					
	<b>54 %</b>	<b>52 %</b>	<b>52 %</b>	<b>53 %</b>	<b>53 %</b>
Average occupancy at static centres for period 01/01/07 - 30/12/07					
	<b>59 %</b>	<b>57 %</b>	<b>56 %</b>	<b>56 %</b>	<b>57 %</b>
Average occupancy at mobile centres for period 01/01/07 - 30/12/07					
	<b>50 %</b>	<b>48 %</b>	<b>49 %</b>	<b>52 %</b>	<b>49 %</b>

\*Disraeli Court now known as South Wye.



HEREFORD

18 February 2008

Councillor S Bowen  
Vice Chairman  
Adult Social Care and Strategic Housing Committee  
Brokington, 35 Hafod Road  
Hereford HR1 1SH

Dear Councillor Bowen

Thank you for your letter dated 8<sup>th</sup> February 2008. I am delighted to offer my thoughts day care provisions in Herefordshire. I believe that in view of the dynamic changes in the Herefordshire community in general and in response to the changing social policies we need to be creative in our thinking and planning. We need to consider the resources that are already available in our local community.

As a starting point it would be a great idea to have our own venue which will cater for the social needs of our older members. This venue would incorporate foot care, hair dressing, in house catering and a minibus with a dedicated driver.

As Herefordshire is so spread out many individuals have difficulties in travelling to a central venue. The idea here is to undertake the day/ social care in a variety of settings such as pubs, social clubs, sport centres, swimming baths. For the more able members we need to make full use of the venues of Primary and Secondary schools for evening activities.

We need to get our members more involved in the sharing of experiences to school children.

More could be added to this list. This will require a good and effective central coordination from the centre with a band of dedicated volunteers to help with the running of these groups. So the activities can be run on the basis of interest groups, book clubs, gardening groups, knitting and needle clubs, bridge, wine tasting, cooking group, computer club, singing and painting groups.. Why leave Karaoke to the youngsters? Reminiscence through Desert Island discs format, music appreciation clubs through the building up of a central resource, theatre. The list is endless and the focus on activities based on specific needs of groups. These can be delivered to the villages of Herefordshire.

We do not exploit computer technology and the broadband fully. I firmly think that a web based Herefordshire SILVER FM or alternative would be a great investment and this will keep diverse communities in touch through the medium of local radio. We can ask our creative youngsters to set this up as a project. We have enough potential DJs about.

I hope the above would be useful in planning for the challenging times ahead.

Daya Boodhoo

## Review of the Modernisation of Day Opportunities Services provided by Herefordshire Council Adult Social Care

Appendix 12

Please cross-reference this action plan with the Adult Social Care Service Plan 2008 – 09, pages 27 – 28.

Ref:	Recommendation:	Action:	Timescales:
4.1 (R1)	<p>Health and social care needs are inextricably linked. Services should be designed to meet both health and social care needs. Personal care needs are essential and should be given the same priority as social needs. Laundry services are also an essential requirement for some elderly people and these services should be made available in more day care facilities. The PCT should be involved in the joint funding of day care services, to enable a seamless health and social care service to be delivered.</p>	<p>Re Personal Care: The Shaw Healthcare contracted services at Woodside, Leadon Bank and Waverley House have very good bathing facilities.</p> <p>This contract will be revisited by the Commissioning and Contracts Team, working with the PCT, to explore the possibility of incorporating a bathing facility into the service specification.</p> <p>We will explore any changes to day service provision and community services in line with Intermediate Care and Rehabilitation developments.</p> <p>The PCT has historically contributed to day care services, especially Learning Disabled and Mental Health day care via pooled budget arrangements.</p>	<p>December 2008</p> <p>October 2008</p>
4.2 (R2)	<p>Future services must incorporate a diverse range of stimulating activities, to engage with both 'younger' and 'older' older people, and to attract more interest, both from potential service users and volunteers. The complexity of introducing new services alongside the personalisation agenda must be carefully managed, to ensure services won't be out-of-date immediately.</p>	<p>Detailing and mapping of activity currently taking place across all communities within Herefordshire, is being undertaken. This activity will be chronicled and maintained as a database directory.</p> <p>Further refinement of the different pathways and user experiences, for younger and older adults, when using day services will be undertaken, to achieve consistency and ensure these pathways effectively meet service specification and achieve outcomes for service users.</p> <p>An understanding of the difference between younger adult activities and older adult activities; what is wanted and how these activities can be best delivered, will be determined through user engagement.</p> <p>All activity will be cross-referenced to the personalisation agenda with on-going monitoring and review of day services, to ensure flexible activities that can be sessional in nature and outcome focused in terms of impact.</p> <p>All activity will be cross-referenced to the outcomes from the Darzi Review for 'Staying Healthy and Independent'.</p> <p>Engagement with volunteer centres in Herefordshire, across both younger and older adult services, will raise awareness of day services and encourage increased volunteer participation.</p>	<p>October 2008</p> <p>July 2008 – November 2008 but ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>July 2008 – November 2008 but ongoing</p>

<b>Ref:</b>	<b>Recommendation:</b>	<b>Action:</b>	<b>Timescales:</b>
4.3 (R3)	Because the county's population has a disproportionately high number of older people, which is predicted to rise more rapidly in Herefordshire than elsewhere in the country, the Council needs to invest in quality day care, in order to prepare for a perceived increase in service need.	<p>Links will be maintained with Herefordshire Information and Research Network (HIRN) to keep updated re demographic trends.</p> <p>Referral patterns will be monitored across all Adult Social Care day services and data will be acquired from social work teams re take up of day service places. This information will identify trends in terms of take up and exercise of choice, and will be used to maintain quality and ensure fit for purpose.</p> <p>Further consideration of additional community services and timings for implementation will be influenced by findings from data analysis.</p>	<p>Ongoing</p> <p>July 2008 – November 2008</p> <p>Ongoing</p>
4.4 (R4)	Although considered 'low level' services, for a certain group, socialisation and the provision of a hot meal are very important. Totality of service is needed, to meet all levels of need. This needs to be addressed through future service contracts.	<p>The implications of making one or more of the models, e.g. Community Mentor and Home Share Schemes, 'low level', preventative and self funding services will be explored. This would develop opportunities for service users with 'low level' needs who would not meet FACS criteria. (These criteria are currently subject to national review and this review may lead to changes both nationally and locally)</p> <p>It is intended to run some of the models as pilot schemes, to test out their viability, especially in rural locations. Results of the evaluation will influence future commissioning of day opportunities services.</p>	<p>July 2008 – December 2008</p> <p>July 2008 – December 2008</p>
4.5 (R5)	All staff engaged in the delivery of day care services, must be trained to a higher level, to ensure the quality of service provision. There are some opportunities for appropriate training to be accessed free of charge through training organisations, which would reduce the provider costs to replacement hours. This should then enable the provider to budget for other specific training. The role of volunteers within the new services must be carefully considered. Volunteers should be recognised for the valuable contribution they make and made to feel valued but this contribution should be viewed as additional support rather than place heavy reliance on them for core provision. It is essential that volunteers are offered training to help them develop within their volunteering role.	<p>A workforce skills audit will be undertaken to assess what training is required, and how any necessary training could be accessed by the service providers at minimal cost. We will link with the Department's Learning and Development Team to review how we can increase the take up of training and support opportunities offered by the Council to providers.</p> <p>A similar skills audit will be undertaken with providers who use volunteers, to establish what type of training they might wish to access, and how this training could be made available, which might encourage increased volunteer participation.</p> <p>Requirements around workforce and volunteer training, with reference to the modernisation agenda, will also be written into any future service specifications and contracts.</p>	<p>September 2008</p> <p>September 2008</p> <p>September 2008</p>
4.6 (R6)	Suitable premises must be secured that can accommodate the level of need being supported in that locality. Consideration must be given to the size, layout, heating and accessibility of these buildings. A good sized main hall with various small meeting	A template will be produced of the basic minimum requirements for a facility / venue to accommodate quality day services. An audit of all current facilities will be undertaken using this template, to assess suitability for day service provision.	September 2008

Ref:	Recommendation:	Action:	Timescales:
	<p>rooms to enable a diverse range of activities and services to take place simultaneously, would offer service users more choice. Premises must have adequate storage facilities to enable day care supervisors to broaden the range of activities that can be offered, as it would allow ease of setting up and packing away materials and minimise the need to transport equipment and materials to each session. A fully equipped kitchen would add value to services, as meals could be cooked on site, which would offer service users a choice of menu. The aroma of food cooking does whet the appetite in anticipation of the meal to come. This would be a healthier alternative to meal delivery, as the risk of contamination and food temperature falling below food safety standards is substantially reduced.</p>	<p>Issues and risks re use of current service venues will be documented.</p> <p>A risk matrix will be used to assess any health and safety issues, and prioritise risk control measures in all buildings where services are currently offered. Links with the Council's Asset Management Strategy will be made, to map council owned buildings across the county, to explore suitable potential buildings.</p> <p>It will be ascertained where there are good quality buildings across the County that have on site kitchens or facilities for meal provision, to enable flexible cooking and meal arrangements. Individual Budgets will offer more choice.</p> <p>Education sites will also be explored for potential links with day services, for meal provision.</p>	<p>September 2008</p> <p>December 2008</p> <p>December 2008</p>
4.7 (R7)	<p>In order to provide 'low level' preventative services locally for people in such a sparsely populated rural county, local amenities should be utilised, such as pubs and village halls, and links should be forged between day care services, nurseries and schools. Links should also be made with voluntary organisations, e.g. the U3A, to maximise choice and minimise costs. Localised services would reduce the distances having to be travelled currently, cutting transport costs, and would lengthen the duration of the day care session.</p>	<p>The Community Regeneration Team holds a list of village halls and community buildings in Herefordshire and is developing an online resource, providing details of village halls to provide booking details which will be available to council departments, other service providers and members of the public. It is also in the process of mapping certain other essential services, although this work would need to be expanded if it is to include pubs etc.</p> <p>There is a strong case to develop a brokerage role between existing venues and service providers, to ensure more effective delivery of services in rural areas.</p> <p>A need has also been identified to develop a comprehensive directory of information which can be used by service providers and users of services, including carers. There is an existing online database of community and voluntary groups, Findgroups.org; and ABLE's printed directory of resources for disabled and vulnerable people. However, neither provides a comprehensive list of information and services available and there is potential to review both of these tools to ensure more effective provision of information on services across the County.</p> <p>In order to pursue these initiatives, a financial plan will be developed outlining costs.</p> <p>Education services will also be included, to explore potential and mutually beneficial links with day services, for work experience and volunteering activities.</p>	<p>July 2008 – December 2008</p> <p>July 2008 – December 2008</p>

<b>Ref:</b>	<b>Recommendation:</b>	<b>Action:</b>	<b>Timescales:</b>
4.8 (R8)	Transport provision must be more securely arranged with more equitable availability. Effective engagement with community transport schemes would help address this issue and possibly reduce costs. The Review Group recommends that the transport strategy should be looked at for all services, not just day care. There is a need to determine who is responsible for this strategy and identify the timescales for delivery. However, due to the urgent need to address the issue of transport for day care, the Review Group acknowledges that this element of the transport strategy will have to be prioritised by the Prevention Services Project Team, possibly as a pilot scheme, which would then fit in to the overall transport strategy.	<p>Links will be made with the Corporate Transport Strategy steering group, to ensure that day services are included within the overall transport review.</p> <p>The Adult Social Care Transport Section has recently appointed a transport planner, to oversee transport provision. The transport planner will conduct a review of transport provision within day services as part of this new role.</p> <p>Increased use of community transport will be championed through engagement with community transport providers, to seek ways of streamlining activity.</p> <p>Reliance on expensive transport systems will be reduced. This process will begin with analysis and costing of current spending on day services. Fee structures will also be looked at.</p>	<p>September 2008</p> <p>October 2008</p> <p>Ongoing</p> <p>August 2008</p>
4.9 (R9)	The current ad-hoc access to day care must be addressed for future services. There must be a clear assessment process that all social care workers and providers adhere to. This process must be needs led rather than client / age specific and must focus on prevention services.	Access to all social care services is being reviewed as part of the work to develop personalisation and the use of Individualised Budgets.	September 2008
4.10 (R10)	Bromyard should have the same access to day care services as other market towns.	<p>An action plan will be developed to address this recommendation. First steps will include the undertaking of a demand analysis / needs analysis within the Bromyard area. Links will be made with social work locality teams to support this process and the Council's Public Contact Team will be asked to assist with the work.</p> <p>Findings will feed into the commissioning strategy.</p>	September 2008
4.11 (R11)	Resource centres, to include adult education, should be developed as a hub for the wider community. These centres could be utilised by the health sector, voluntary organisations and adult social care to offer seamless services for all adults. The Council should look at the Tanbrook Centre, as a model for this.	<p>The possibility of deploying model 4 into market towns across the County will be explored.</p> <p>Links to be made with services provided for other service user groups, e.g. Learning Disabilities, to pursue joint provision. A model of outreach from community buildings to access community activities to be explored.</p>	<p>July 2008 – December 2008</p> <p>August 2008</p>
4.12 (R12)	There should no longer be any involvement with long-term block contracts, as service needs change dramatically over a short period of time. The maximum duration should be a rolling three-year block contract but with built in flexibility to allow for market changes.	<p>An analysis of current day care contracts was undertaken in August 2007. This looked at contract duration, type and service specifications.</p> <p>We need to ensure a balance between flexibility and sustainability for providers. To achieve this it is expected that the majority of contracts will be for a maximum of 3 years and are likely to be a mixture of spot and block type contracts</p>	December 2008

<b>Ref:</b>	<b>Recommendation:</b>	<b>Action:</b>	<b>Timescales:</b>
4.13 (R13)	A formal recommendation is made to review all existing day care contracts, to establish what the under-utilisation of day care services is costing the Council. This applies in particular to the 30-year Shaw Healthcare contract, as any remodelling of service will be restricted by the terms of that contract. Action must be taken to increase utilisation of Shaw Healthcare day care services as an urgent priority. When considering the personalisation agenda, all services will need to improve their quality and market themselves, in order to attract personalised budget holders. Shaw Healthcare needs to be more flexible in approach to service provision, to maximise take-up of places and reduce the number of vacancies that Adult Social Care are currently paying for.	<p>Levels of utilisation across all Adult Social Care funded day services (to include older adults, learning disability, physical disability and mental health settings) should be part of regular management information. Analysis will help determine where there is under-utilisation and what action will then be taken based on the findings.</p> <p>Those sections of the Shaw Healthcare contract, as it relates to day services, will be shared with Scrutiny Review Group Members.</p> <p>Further work on the Shaw Healthcare contract, as it relates to day services, to enable a more robust analysis of value for money considerations will be undertaken.</p> <p>Meetings will be arranged, to engage with Shaw Healthcare and explore innovative ways of utilising existing day service contracts, to develop a more flexible approach to service provision.</p>	<p>September 2008</p> <p>August 2008</p> <p>September 2008</p> <p>July 2008</p>
4.14 (R14)	Remodelled day care services must be provided more cost-effectively than current services, to ensure that these new service models are affordable for all service users including those on low incomes. Service users must not be expected to subsidise these services through fund-raising activities such as raffles. Any plans to introduce personalised budgets must take account of the additional costs levied on service users, e.g. meal provision and transport.	All activities regarding the modernisation of day opportunities and this Scrutiny Review, and any recommendations arising from the review will be linked to the work being undertaken on the personalisation agenda and development of the Resource Allocation System (RAS) formula.	June 2008 – April 2009
4.15 (R15)	The emerging themes from the recent public consultation events must be taken into consideration when remodelling day care services, to ensure they are needs led and service user focused.	<p>Consultation on the proposed models continues to take place and model development will progress with service users having an input into service development.</p> <p>Relevant service user group representatives will be invited to the next planned stakeholder consultation event, to meet and engage with other stakeholders. Their input will help shape the proposed models and ensure that the schemes to be taken forward to the commissioning stage are needs led and service user focused.</p>	<p>Ongoing</p> <p>July 2008</p>
4.16 (R16)	The Review Group should look at day care services again in twelve months time, to see which, if any, of the pilot schemes are working and consider their effectiveness, and if possible implement those that prove effective.	Given the nature of change under consideration and the importance of issues raised, the Scrutiny Review Group is asked to consider whether 6-monthly reporting cycles are more appropriate than a 12-month cycle.	September 2008 – April 2010