

TITLE OF REPORT: **Adult Social Care Provider Service ‘Activity Based Care’ Model**

REPORT OF: **Caroline O’Neill, Strategic Director, Children Adults and Families**

Purpose of the Report

1. This report seeks approval on the proposed implementation of the Adult Social Care (ASC) Provider ‘Activity Based Care’ model, facilitating the reviews of service users, the restructuring of the disability day service staffing structure and the delivery of the ‘Re-design of disability day activities’ £0.4m budget proposal.

Background

2. Before the onset of the Pandemic, the Adult Social Care Provider Service was providing daily support to 189 service users with disabilities within such services of Marquisway Resource Centre, Marquisway Bungalow, Blaydon Resource Centre, Next Steps Enterprises, The Phoenix Centre and Winlaton Community Base. Furthermore, GATES employment service was supporting 68 service users with learning disabilities in paid employment and the Shared Lives service was coordinating the services of 78 Shared Lives Carers to provide support to 87 service users (totalling 344 clients).
3. With the need for services to comply with social distancing and infection prevention control requirements during the Pandemic, some ASC Provider services were either suspended or endured a reduction in the numbers of service users they were supporting, with only those only service users with the most complex needs being supported. Whilst the Pandemic has been a challenge with several changes happening at pace, it has also presented the opportunity to learn from and develop an alternative approach to the support we provide which is more flexible, looking at outreach and wraparound support offers with some core buildings based for those with greatest needs. The service has undertaken and evaluated ‘lessons learnt’ during this time in respect of how each service user and their family carers, have managed during the Pandemic, whether they needed to access alternative support to meet their needs and sought to determine whether will they require support from the Council’s ASC Provider service in the future.

Current Position

4. Of the ASC Provider services, Marquisway Resource Centre, Winlaton Community Base, the Phoenix Centre and Marquisway Bungalow are continuing to support service users with complex needs. In line with the retail sector resuming on Monday 12th April 2021, GATES employment service recommenced support to people with

disabilities in early April with a staged approach and CMT gave approval on 21st April for Next Steps Enterprises and Blaydon Resource Centre to resume their activities on Monday 26th April 2021. The service will review the effectiveness in resuming services in line with the relevant stages of Central Government's lockdown roadmap, endeavouring to progressively resume day service provision to those with the greatest individual and/or family needs.

5. **Issues:**

- Whilst 189 service users with disabilities have used ASC Buildings Based Day Provision prior to the Pandemic, the Pandemic period has allowed the service to reflect upon each service user's needs and their corresponding support needs. In respect of how each service user have used their time, their overall needs and their existing living arrangements, the service believes a proportion of those service users (particularly those with low level needs) could be provided support in an alternative way.
- A number of service users using ASC Provision disability day provision live in either residential care, an extra care house facility or in a supported living scheme – environments in which their needs can alternatively be met.
- The ASC Provider service has been successful in undertaking an Enablement approach since 2016, serving to support service users to continually develop their skills and confidence, in line with the ethos of living thriving lives. This is a model which the service wishes to develop further and define as its eminent 'Unique Selling Point' to Social Work teams, Commissioners and other stakeholders, such as Specialist Schools, whose pupils are regularly referred into In-House ASC provision.

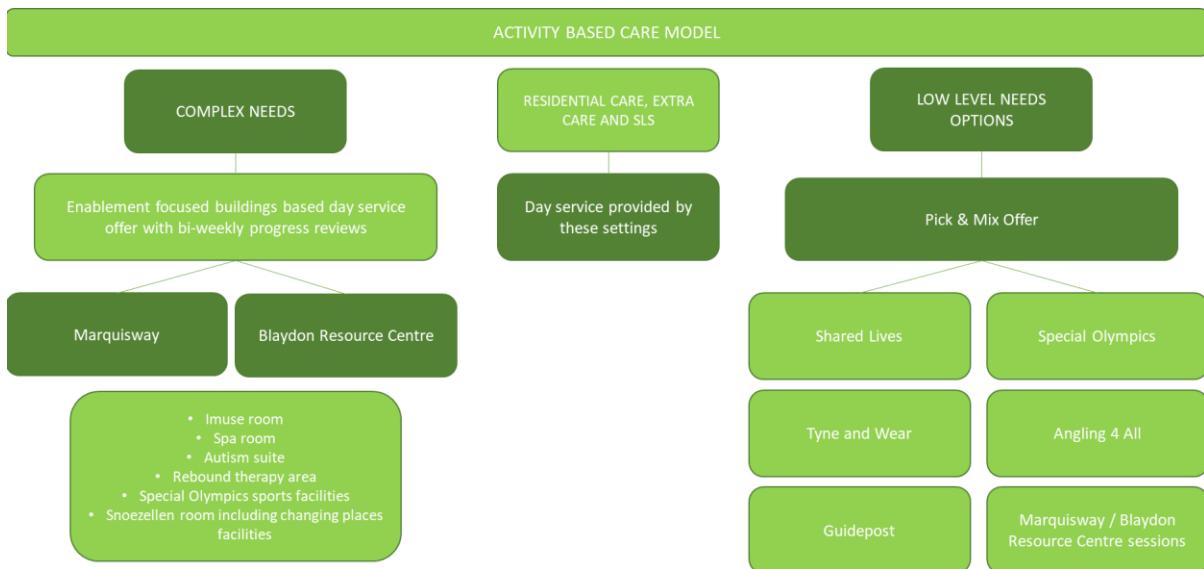
'Activity Based Care' Model Proposal

6. In order for the Adult Social Care Provider Service to both contribute to the Council's funding gap and deliver a greater co-ordinated, outcome focused model of support, the service proposes the development and delivery of an 'Activity Based Care' model of support to people with disabilities. The proposal will serve to save the Council an overall figure of £0.4m with £0.15m to be delivered within 2021/22 financial year.
7. The 'Activity Based Care' budget proposal surrounds a new framework in which individual ASC Provider Disability Day Services will be further connected with a holistic and comprehensive Enablement focus enveloping the service. Whilst the present arrangement provides good quality outcomes to service users who use individual services, the new model will create greater opportunities for people with complex disabilities to experience a multitude of different activities across the service. This approach will allow service users to grow & develop from such activities, gain greater levels of independence from the wide variety of experiences and precipitate an increased awareness as to the talent and potential that lies within each individual, embracing the Council's Corporate Thrive agenda. The service will evaluate the 'Independence', 'Self-Management' and 'Citizenship' outcomes of each service user on a fortnightly basis to track progress. From this approach, service users can be supported to not only gain maximum physical and mental wellbeing, but, also able them to potentially fulfil lifetime ambitions of acquiring a job, a volunteering role, 'making their mark' by occupying a valued role in the community and possibly reducing the amount of formal care support they require.

8. The two building-based environments of Marquisway and Blaydon Resource Centre will be key resources from which to provide the ‘Activity Based Care’ model; the environments are well equipped to meet the needs of service users with complex needs by providing scheduled, stimulating social, therapeutic and recreational activities across the week, as well as support to achieve employment, volunteering and citizenship outcomes. Both Marquisway and Blaydon have previously won national and regional care awards for their service delivery.
9. By maximising the efficacy of the Marquisway and Blaydon Resource Centre buildings outcome based provision it will enable the service to deviate away from traditional assessments of individual needs, specifically 1:1 or 2:1 provision, focusing on how an individual’s needs can be supported in a group arrangement within a building, ensuring that the support given is proportionate with an individual’s capabilities and minimising the risk of providing excessive support. Furthermore, the ASC Provider service is currently working with Children’s Services to consider the viability of Marquisway supporting children with disabilities outside of school times. Existing provision from bases such as Winlaton Community Centre and the Phoenix Centre (from within Gateshead Leisure Centre) will be influenced by the outcomes of formal service user reviews.

Impact of ‘Activity Based Care’ Model

10. The ‘Activity Based Care’ model will cater specifically for the needs of people with disabilities with complex needs, who by means of an Enablement approach, can be supported to optimise their overall potential. However, there are a proportion of service users who currently use In-House provision who do not have complex needs and are expected, from forthcoming reviews, to be assessed as being able to have their needs met in an alternative way. A desktop exercise of those 189 service users who were receiving in-house buildings based disability day provision prior to the pandemic was undertaken in March and April 2021, concluding that 74 service users could be supported in an alternative way going forward. In 66% of these cases, the alternative support that could be sourced would be cheaper than current in-house costs. For the remaining 34%, the costs would be at an equivalent level or cost more in light of some Blaydon Resource Centre service users now being admitted into residential or nursing care. For those service users who currently reside in residential care, extra care housing facilities and supported living schemes, they could alternatively, receive activity support from those settings. Other service users with low level needs could alternatively have their needs met by choosing to receive support from our other services, please see diagram below. This initial ‘desktop review exercise’ will be followed by formal reviews for each of the 74 service users to determine their current need levels and what type of support they may require.



11. With the service's move to supporting service users with complex needs within the 'Activity Based Care' model, there will be a reduced number of service users using in-house ASC provision, given their lack of need for building based support. The overall levels of hours provided within the disability day provision will reduce. Therefore, as part of the implementation of the 'Activity Based Care' model, the delivery of the 'Re-design of day service activities' budget proposal can be achieved by the reduction in the number of disability day employees required within the service. The service intends to take a report to Cabinet in October 2021, which will outline a restructuring programme whereby the service will propose an alternative management and staffing structure. The restructuring programme will include individual consultation meetings with employees, followed by opportunities for some employees (up to 10 FTE) to leave the Council, via voluntary redundancy, in 2022.

Recommendations

12. It is recommended that Cabinet approve the implementation of the ASC Provider 'Activity Based Care' model, facilitating the reviews of service users, the restructuring of the disability day service staffing structure and the delivery of the 'Re-design of disability day activities' budget proposal.

For the following reasons:

- (i) To further enable service users to achieve individual and community outcomes.
- (ii) To deliver the £0.4m 'Re-design of disability day activities' budget proposal.

APPENDIX 1

Policy Context

1. The Care Act (2014) sets out the Council's Wellbeing duties in respect of 'promoting individual well-being' as well as 'preventing needs for care and support' for Gateshead residents. The proposed 'Activity Based Care' model embraces individual autonomy and attainment, reducing service user's reliance on formal care services.
2. The new 'Activity Based Care' model embraces the Corporate Thrive agenda by ensuring that all residents of Gateshead, particularly those vulnerable adults with disabilities and the most complex of needs, are supported to optimise their individual functioning. The model will serve to support people with complex needs to attain life outcomes, such as developing daily living skills, being influential in their local community and securing volunteering and employment opportunities – endeavouring to secure the same achievements as Gateshead residents without disabilities.

Background

3. The 'Activity Based Care' model will be a catalytic force in allowing service users to gain personal growth and independence from participating in and achieving individual success in therapeutic, social, recreational, citizenship, volunteering and employment activities.
4. The Enablement ethos of the 'Activity Based Care' model will readily allow all stakeholders (most importantly the service user themselves) to recognise the talent and potential that lies within each individual, embracing the Council's Corporate Thrive agenda. The service will evaluate the 'Independence', 'Self-Management' and 'Citizenship' outcomes of each service user on a fortnightly basis to track progress.

Consultation

5. In preparing this report, consultations have taken place with the Leader and Deputy Leader and Cabinet Member for Adult Social Care. Ward councillors have also been consulted.

Alternative Options

6. The option to reject the closure of implementation of the Activity Based Care model will prohibit the Council from achieving the required £0.4m budget saving and reduce the opportunities available to service users.

Implications of Recommended Option

7. Resources:

- a) **Financial Implications** – The Strategic Director, Resources and Digital confirms that the implementation of the Activity Based Care model will serve to reduce the gross Adult Social Care cost and facilitate the delivery of the £0.4m 'Re-Design of day services' budget saving.

- b) Human Resources Implications** – The ‘Re-Design of the day service’ budget proposal will facilitate voluntary redundancy opportunities for up to 10 FTEs.
- c) Property Implications** - There are no property implications arising from this report.
- 8. Risk Management Implication** - A risk management log will be established by the service, detailing anticipated risks and the control measures that will mitigate against such risks.
- 9. Equality and Diversity Implications** – There are no equality and diversity implications arising from this report. An IIA has been developed to consider impact of the new model on service users and employees
- 10. Crime and Disorder Implications** – There are no crime and disorder implications arising from this report.
- 10. Health Implications** – There are no health implications arising from this report.
- 11. Climate Emergency and Sustainability Implications** – There are no climate emergency or sustainability implications.
- 12. Human Rights Implications** - There are no human rights implications arising from this report
- 13. Ward Implications** – The in-house disability day provision is provided to residents borough-wide.

Background Information

- 14. Cabinet 23rd February 2021 (Min. No. C94)**