



Ceredigion County Council – Day and Respite Service Review

Phase 2 Service Action Plan
October 2023



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1.1	04/08/23	Ainsley Bladon	Submitted to Project Manager
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2.0	19/10/23	Phill Chick	Revision following report redraft
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Introduction

Practice Solutions Ltd. supported Ceredigion County Council (CCC) to undertake extensive engagement and a desktop review of relevant legislation and related reviews in Wales about day and respite services. This work forms a part of CCCs delivering the Through Age Wellbeing Strategy 2021-2027.

Action 4.2.5 in the strategy sets the intention to review the range of respite provision, day provision, residential care and third sector provision, to develop a plan for future services according to a through-age model. The intention is to ensure that there is a range of appropriate support to maintain independence and to support carers, reducing the need for longer term care and support services.

We spoke to over 400 people, and our engagement report sets out four themes to take forward. This document is our Phase II Action Plan, and sets out the things that the Council should do next to ensure they are delivering the services people need, taking into account the views and wishes expressed within the consultation exercises and the environment the service is currently working within and those likely to arise in the future. All the actions are based on the key findings and recommendations made in the PSL report, and in line with the Through Age Wellbeing Model. This requires considering ways that people can be supported to stay as well and independent as possible and maximizing the creative use of those resources in our community that can be used to provide support to those who need it.

How will the plan be delivered?

The Council will involve those people affected by the plan throughout – this will include as a minimum; people who access services and their families, employees, community partners including the third sector, and the NHS. There will be regular updates about what is happening and how to get involved.

A project Steering Group will oversee the delivery of the Phase II plan to ensure things are staying on track. As part of this important transformation programme there will be a designated lead that will ensure the implementation of the action plan is progressed in line with the agreed timeframe

Leaders and Timelines The tables below set how who will do what, and how long it will take

Ceredigion Through Age Wellbeing Model



Citizens of all ages will have an improved quality of life



Improved support networks for families and those in need across the County



Improved well-being and health by adopting effective interventions



There will be well established networks of community and voluntary groups throughout the County providing strategic preventative support thus increasing community resilience and sustainable social care.



Improved choice and quality of local housing.

Theme One: Urgent Priority Action Areas

Key Findings:

The importance of day opportunity and respite services

The need to redesign services to address current pressures and those projected to arise in the future.

The Impact of Covid 19

The need for service change and service alignment

Action Point	Key Beneficiaries	Delivery Approach and Impact	Lead Partner	Estimated Timeframe
1. Ceredigion County Council should pursue its plans to revise the provision of day opportunity and respite services drawing upon the PSL report and this accompanying action plan.	Those currently using services and their unpaid carers. Future users of services and their unpaid carers. CCC and its partner agencies	Drawing upon the PSL report and this action plan CCC will, in consultation with service users and their unpaid carers, staff and partner agencies, deliver remodeled day opportunity and respite provision in line with the Through Age Wellbeing strategy. This will achieve sustainable services suitable to meet current need, which will be able to flex as required to meet future demands arising from increasing complexity and an increasing prevalence of dementia among Ceredigion's ageing population.	CCC	November 2023-2027
2. The Council should consider developing the role of a transformation lead to oversee and drive the change management and implementation processes for the plan.	CCC and its partner agencies Service beneficiaries	Agreement by CCC to create a transformation lead post. Should this be agreed a job description and person specification for the post should be developed and the post advertised and appointed to. The transformation lead will review changes to services including those implemented as a result of the Covid 19 pandemic making recommendations for services to be restored to pre pandemic levels or amended as required to maximise service provision and service user satisfaction.		November 2023- January 2024

Action Point	Key Beneficiaries	Delivery Approach and Impact	Lead Partner	Estimated Timeframe
<p>3. Ceredigion County Council should work with its partner agencies including the NHS and third sector service providers to ensure that any efficiencies that may be gained by joint operational and strategic planning may be attained. This will need to include the consideration of innovative approaches to resource sharing.</p>	<p>CCC and its partner agencies Service beneficiaries</p>	<p>The Project Steering Group will develop a programme to review existing resources across agencies currently providing day opportunity and respite services, together with other community facilities. The programme will seek to develop a shared plan to align service provision and maximise the use of capital and revenue resources to best provide services. The plan should ensure that flexibility is built into the redesign of services enabling optimal provision now and in the future.</p>		<p>November 2023-2027</p>

Theme Two: Person Centered Care Planning

Key Findings:

The importance of person-centered planning in appropriately meeting individual need

The identification of increased complexity and stratified need among those using services

The need to respond to specific client groups including unpaid carers

Action Point	Key Beneficiaries	Delivery Approach and Impact	Lead Partner & Possible Sponsors	Estimated Timeframe
<p>4. Ceredigion County Council should review its person-centred planning processes to ensure that these are effective, not overly bureaucratic and genuinely capture and promote service user voices and choices in individually tailored plans and in line with any statutory duties enshrined in the SSWBA and the MHM. All people using these services should have a high-quality person-centred plan. Where necessary it should review the care and support plans of those people impacted by service changes introduced during the pandemic.</p>	<p>People accessing support, unpaid carers and families</p>	<p>Initiation of a review of the care planning process</p> <p>Ensuring that CCC and its statutory partners are meeting their duties in line with the SSWBA 2014 the MHM 2010 and any other relevant legislation.</p> <p>To use a wide variety of techniques that identify personal strengths and goals using co-production and person-centered approaches. Gathering identified unmet need should form part of the person-centered planning process in order to collate intelligence and data on underdeveloped services. This should include, as a priority, the needs of foster carers and groups such as those with a dementia and those in transition from children to adult services. These areas were highlighted as underdeveloped within the consultation exercise.</p> <p>For those in transition addressing potential future needs should commence from age 14 and such consideration should become standard practice.</p> <p>Where people's access to services was</p>	<p>CCC Partner statutory and non-statutory services</p>	<p>Within 3 months and continuously thereafter.</p>

<p>The reform should address as a priority, groups such as those with dementia, carers and foster carers for whom services have been identified as underdeveloped.</p>		<p>impaired by the changes introduced during the pandemic this should be reviewed and appropriate services provided.</p> <p>Introducing a brokerage system will ensure that social workers have more time to spend with people reviewing their plans.</p> <p>As a result of these actions person centered planning processes will inform and drive the reform and delivery of respite and day opportunity services to those requiring them.</p>		
<p>5. Ceredigion County Council needs to ensure that as service reform impacts upon provision that the needs of families and other unpaid carers are addressed with meaningful assessments and the provision of adequate support.</p>	<p>People accessing support, unpaid carers and families</p>	<p>In addition to reviewing care planning processes, individual care plans should be reviewed for all clients within the routine review schedule and, where appropriate, their unpaid carers.</p> <p>People whose services were suspended or disrupted during the pandemic should have their care needs reviewed as a priority and services restored in line with the outcomes of these reviews.</p>	<p>CCC</p>	<p>Throughout 2023-24 and thereafter</p> <p>Nov2023-Jan 2024</p>

Theme three: Service provision

Key Findings:

- The added value that can be gained by using an integrated hub and spoke approach to service delivery.
- Activities should be meaningful and support skills development.
- People with direct payments require more support.
- The importance of a coherent strategy to provide transport to facilities delivering day opportunities and respite.
- The necessity for collaboration between agencies to address workforce shortages, maximise the efficient use of available staffing and actively seek to enhance the existing workforce and recruit and retain staff going forward.
- People should be able to access respite care when they need it, and access should be as simple as possible.

Action Point	Key Beneficiaries	Delivery Approach and Impact	Lead Partner & Possible Sponsors	Estimated Timeframe
<p>6. Ceredigion County Council together with its partners should consider adopting a hub and spoke model which utilises service centres as community hubs whilst drawing upon a range of community facilities to provide day opportunities that can provide those activities that people would like to access as close to their homes as possible. This should include supporting and enabling people to access paid employment and</p>	<p>People accessing day activities</p> <p>Community Providers</p>	<p>Hub and spoke models utilise resources such as day centres to act as a community hub in which more specialist support is provided alongside a range of community-based facilities. Community resources and open spaces are used to deliver a range of opportunities in non-stigmatising “mainstream” environments.</p> <p>Some activities will be open to a wider range of people – for example intergenerational and holiday events, community café and cinema events. Others will be tailored for people with particular needs and interests.</p> <p>Activities will be offered at traditional weekday times (i.e., 10am – 3pm). Services will explore need and deliver activities at evenings and weekends as required by means of directly provided council services or by allowing community organisations to access buildings running activities in them when council and other public spaces are not in use.</p> <p>The Council will work with community partners to</p>	<p>Community connectors, Voluntary sector, CCC</p> <p>Porth</p>	<p>Review need Nov 2023-April 2024.</p> <p>Delivery 2024 and thereafter</p> <p>Within 12-24 months</p>

<p>formal learning where appropriate.</p>		<p>offer activities that can be accessed by everyone, including at wellbeing centres in line with action 1.1.6 in the Through age Wellbeing Strategic Action Plan. To improve the mental, emotional, physical and social wellbeing of Ceredigion residents.</p> <p>To open the Plascrug and Cardigan Wellbeing Centres as planned.</p> <p>Community Connectors should strengthen the Clic and Connect to Ceredigion websites to reflect an up-to-date calendar of events and activities accessible by the public and partner with organisations able to offer work placements to people.</p> <p>Council to create an employment program with input from those that will be accessing the program.</p> <p>A range of respite options should be offered to adults and children, both inside and outside of Ceredigion, including short breaks, residential respite, and one-to-one support. respite care should be pre-planned, as well as available in emergencies.</p>	<p>Cymorth Cynnar</p> <p>Porth Gofal</p>	<p>By March 2024</p>
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Action Point	Key Beneficiaries	Delivery Approach and Impact	Lead Partner & Possible Sponsors	Estimated Timeframe
<p>7. Ceredigion County Council, together with its partners, should develop a transport strategy that ensures that the most efficient methods are used to enable access to day opportunity and respite services. This will need to consider public and private transport together with Council provided transport.</p>	<p>People accessing day opportunities Service providers</p>	<p>Partners will examine all modes of transport currently used, including people's motability vehicles, unpaid carers private transport, public transport, minibuses and pool car provision and private taxi services.</p> <p>Where people's needs can be met locally these should be used to avoid unnecessarily long periods spent in transit.</p> <p>Actions will achieve improved access to services with the potential to reduce costs by rationalizing the various modes of transport available.</p>	<p>CCC and partner organisations transport providers</p>	<p>Nov2023-March 2024</p>

Theme Four: Communication, Advocacy and Involvement

Key Findings:

- The need for effective communication with people that use services, families and carers, community providers, and employees to enable an effective change management process and reduce the anxiety felt during times of change and reform.
- Closer engagement between sectors can assist improvement of service delivery.
- People are feeling disconnected and need more information to understand what is happening and how they can access it.
- Specific engagement regarding the name change of some facilities needs to be considered

Action Point	Key Beneficiaries	Delivery Approach and Impact	Lead Partner & Possible Sponsors	Estimated Timeframe
8. In pursuing its reform agenda, the Council will need to engage with service users, carers, council staff and those working in other agencies via formal and informal consultation. Fora previously used to engage these groups should be reviewed and where appropriate reinstated to enable the processes of partnership working in the delivery of	The public People accessing services Families Carers Staff Community organisations	<p>The Council should hold workshops with stakeholders as plans progress to ensure regular input from those affected by changes, including staff, service users and their families and unpaid carers. If appointed the transformation lead can drive these processes.</p> <p>Public facing engagement can be enabled by holding community meetings in person, online discussions, surveys, and message boards.</p> <p>Community Connectors should re-establish a strong community network that includes regular meetings to share information about new developments and opportunities to</p>	CCC	By Dec 2023 and ongoing throughout the change programme

<p>the agreed Action Plan.</p>		<p>work together.</p> <p>To re-establish professionals' line for NHS and other colleagues re-establishing the ability for NHS colleagues to connect with key contacts / departments within the council quickly enabling better outcomes for service users and faster referral times.</p>	<p>CCC</p>	<p>Within 1 month</p>
<p>9. The Council should consider canvassing opinion on the proposal to rename its day centres as part of its wider consultation on service reform.</p>	<p>The public People accessing services Families Staff</p>	<p>The Council needs to consider whether it wishes to re-engage and canvas opinion on the name change.</p>	<p>CCC</p>	<p>Within 1 month</p>