



Report to the Health and Social Care Select Committee

Title:	Transformation of Day Opportunities Project
Committee date:	20 th October 2015
Author: Commissioning and Service Improvement	Rachael Rothero (Service Director)
Contact officer:	Kelly Taylor (07739531268)
Cabinet Member sign-off:	Councillor Mike Appleyard

Purpose of Agenda Item

This report is intended to give the Committee up to date information around the progression of the Transformation of Day Opportunities Capital Programme.

For Members to assess the impact transformation programme at mid-point through the programme on the following:

- The breadth and quality of the provision
- Spread of provision and accessibility
- Usage of sites by target groups
- Meeting future changes in need and demand.

Programme Overview

The overall Transformation programme combined a number of elements. (21st March 2011 Business Case):

- Ensuring greater emphasis is placed on giving individuals personal choice about their own support arrangements.
- Ensuring day services for people with very complex needs (frailty and vulnerability or level of profound and multiple disabilities) will be delivered from a network of six new, or refurbished, fit for purpose Day Opportunity Centres. Reducing the pre-existing number of largely Council owned buildings from 22 down to 6. The locations of these were planned as Aylesbury, Chesham/ Amersham, Buckingham, Beaconsfield, Burnham and High Wycombe.

- It was proposed that as well as a service for people with complex needs that these facilities would become community hubs for wider community resources, developing the existing market that the Council had with the voluntary sector and supporting providers to develop a network of Community Bases, which will be the main provision for people who do not need a high level of support. Community Bases will be situated in community venues such as local community centres, village halls, leisure facilities etc. These will be places where people can meet and /or use as starting points for other activities within the local community. These services may be run by a variety of providers, including local communities themselves. It was expected that this would be facilitated through an increased take up of Direct Payment.
- In addition to the 6 Day Centres, communities came forward to express interest in running their own Community Interest Companies and presented business cases to retain the buildings in Bourne End and Princes Risborough.
- The delivery of a challenging MTP target of £4.48 million revenue saving over the period 2011/12 to 2013/14. The original MTP target was recognised to be challenging in terms of both its size & period of delivery.

The transformation programme commenced in 2011 and was due for completion in June 2015. This was when the last centre was original scheduled to be opened; however, there has been a significant delay in programme completion due to the changes to the proposed site of the High Wycombe Opportunities Centre and the site in Amersham/Chesham. This has in turn delayed the rationalisation programme. This has significant implications for the transformation programme and is detailed in the High Wycombe section further in the report. This has meant that the transformation of day services has now extended to autumn 2018. Therefore, because we are only part way the programme, there are still significant movements of clients that will need to occur. This means that capacity utilisation is still in a significant state of flux. Confidential Appendices 2 & 3 set out the expected changes that will take place between now and 2018. The remaining services still due to open as part of the original business case, include Burnham and High Wycombe.

Table detailing building development summary to date

Site	Completion Due (at end of month)	Actual Opening Date
Hartwell (Aylesbury)	Jan 2014	Opened Jan 14
Well Street (Buckingham)	April 2014	Opened Oct 14
Chiltern View (Chesham)	Feb 2015	Opened April 15
Wycombe	June 2015	Autumn 2018
Burnham	Oct 2015	Due Nov 15

Key reasons for the delay include exploration around sites which then fell through and contractor delays

Aims of the Business Case

The aims identified within the cabinet paper and the business case discussed the following aims and objectives for the project:

The Transformation of Day Services aims to:

- i.** Deliver significant revenue savings on a recurrent basis.
- ii.** Release funding currently locked up in directly provided (BCC delivered) services and which represents 68 per cent of expenditure on Day Services.
- iii.** Establish a service model that supports the Government's ambition to offer personal budgets to all service users, with a strong focus on Direct Payments
- iv.** Develop a continuum of services that service users will want to buy, that responds to the prevention agenda, and supports independence and inclusion.
- v.** Respond to the changing demographic profile of people who use Day Services.
- vi.** Support the development of the 'Big Society' by encouraging communities to take an increasingly prominent role in supporting people with disabilities through the development of community capacity and social capital.
- vii.** Deliver improved value for money.
- viii.** Address the issues around the estate.

See Public Appendix 1 Vision & Components of the Day Opportunities Service Model

Market Shaping - From Day Services to Day Opportunities

In recent years, there has been a refocusing of Day Services away from traditional '*building based*' models of service provision to a range of community based alternatives. This movement has led to an emphasis away from '*occupation*', in traditional centres, towards supported activities in the community. The concept of '*non-buildings*' based person-centred day care provision has gained a sustained momentum across all service user groups. Day Opportunities reflect this movement with the receipt of the service not being based on whether or not a person is attending a day centre.

However, the Buckinghamshire service model did not propose a '*buildingless*' solution to the provision of Day Opportunities. The County Council is mindful of the feedback received to the "*Having A Good Day*" consultation on this point and recognises that there are individuals with profound and multiple disabilities who will continue to require a specialist building based service and that they will benefit greatly from attending a safe, familiar, purpose-built environment with an expert staff group. Nothing in the service model should be regarded as diluting the Council's commitment to providing these individuals and their informal carers with the support they need.

The Council adopted a successful approach to developing community alternatives with the establishment of support brokers and supporting providers to develop their business. As Building Based day centres were about to close, those service users assessed as receiving a community alternative would receive a direct payment. This meant community alternatives

needed to be in place prior to the closures for service users to have a smooth transition into the external market place. This was a real challenge as the findings from the analysis were that there were no external providers providing the new day opportunities model. There is a detailed closure report for the Market Shaping upon request.

Changes to Community Based Service

There were also a small number of block contracts providing a range of community based services which changed during the transformation programme. This was unplanned and due to changes of direction to the providers. These were part of the community based offer rather than the Buildings Based Services. These contracts ended, which has resulted in changes to the profile of provision. In some cases it has meant that Buckinghamshire Care, through brokerage/self-funders and Provider of Last Resort, have taken on some of this activity.

See commercially sensitive Appendix 2 Changes to external contracts

See confidential Appendix 3 for full summary of changes to external/ internal contracts to date

Day Opportunities Revenue Savings Summary

To date, the day services programme has delivered approximately £2.93 m of annual savings with an expectation that a further £0.5 m (across BC services) will be delivered over the next 2 years, taking the overall savings delivery to £3.43 m per annum. The future savings targets are built into the contract with Buckinghamshire Care.

2013/14	£2.68 m
2014/15	£2.93 m
2015/16	£3.18 m
2016/17	£3.43 m

This is a very considerable reduction (circa 35%) from a budget costing around £10 million in 2010/11.

Savings to date have been achieved through a number of different ways

- Major staffing restructure before transfer to Buckinghamshire Care
- Establishment of more cost-effective community options
- Contractual rebasing to deliver efficiencies

Remaining savings targets have been passed to Buckinghamshire Care via the contract. The expectation is that Buckinghamshire Care will deliver these through income generation and further efficiencies over the remainder of the contract period.

The savings achieved to date are embedded in the new service delivery arrangements provided by Buckinghamshire Care. Future savings targets will be achieved by recurrent

reductions in the contract payments to Buckinghamshire Care. Buckinghamshire Care has been working to these savings targets for some time and it is understood they do not present a significant risk.

Transformation Programme to Date

Development of the Buildings

After the business case was approved by Cabinet on 29th March 2011, ADP architects were appointed under an existing Framework Contract to provide Buckinghamshire County Council with Lead Consultant Services, including provision of a design and specification for each of the opportunity centres. These design specifications were approved internally by Major Projects and Adult Health and Social Care. Following good project management practices, roles and responsibilities were divided within the internal team.

Roles & Responsibilities of the Project Team – Public Appendix 4

For Procurement of Works Detail for Each Opportunities Centre – Public Appendix 5

Aylesbury Day Opportunities Centre Opened in January 2014

Aylesbury Day Opportunities Centre is complete and provides outdoor space, numerous activity rooms and a sensory room, and provides services to the local community. A new single storey extension was built to provide additional facilities, plus a refurbishment of the existing building to include a special autism unit. The Centre has a new reception area, optimised circulation, new WC and changing facilities, new training kitchens, new clinical rooms, new sensory rooms, plus multiple activity spaces and a dining area. Hoists have been installed throughout the centre. The Centre supports adults with learning disabilities, adults with autism, older adults, older adults with dementia and those with mental health problems. During the transition from Aylesbury, service users were relocated to Berton Hill for the 18 months of the build. Once the redevelopment was complete these people returned to this service. Hartwell day centre was closed at this time and people were supported to access either community alternatives or the new Aylesbury Opportunities Centre.

Buckingham Day Opportunity Centre - Opened October 2014

Buckingham Opportunities Centre is a newly-refurbished centre which has retained original features of the former Buckingham School (which it used to house). This refurbishment of the existing BCC Well Street Centre Building has created new facilities plus a raised deck to the central courtyard to create easy access from day activity spaces and a new riverside garden. A new building entrance was constructed as part of the project; this houses the reception area too. The existing site entrance and parking areas were retained. The Centre Supports adults with learning disabilities, adults with autism, older adults, older adults with dementia and those with mental health problems.

Chesham Day Opportunities Centre - Opened April 2015

Chesham Opportunities Centre is the newest opportunities centre and opened to the public in April 2015. It is set over two floors and provides views across the town and the surrounding Chilterns. The new Chesham centre facilities include: a state-of-the-art sensory room; activity rooms designed for people with a physical disability; modern washrooms and kitchens for food skills sessions; two balcony areas with artificial turf, meaning outdoors area available to clients 12 months a year; and fully-accessible lift, meaning clients can use all areas of the building. The centre is a short walk from Chesham town centre and supports clients from surrounding towns including Amersham, the Chalfonts, Hazelmere and Great Missenden. The Centre Supports adults with learning disabilities, adults with autism, older adults, older adults with dementia and those with mental health problems.

Next Steps

Thrift Farm

This is not part of the Transformation programme but a development supported by Adult Social Care to support Buckinghamshire Care to provide increased supported employment opportunities to Adult Social Care Clients and to generate income through increased footfall. The Café is a modular build and is in the final stages of completion. Work on the café and associated car park is due for completion and hand over to Buckinghamshire Care on 23rd October 2015. The awarded contractor has produced a building which supports Buckinghamshire Care to deliver a service that provides meaningful employment opportunities for clients in an assessable environment and enables Buckinghamshire Care to deliver its revenue predictions through increased covers and footfall to the café.

The design of the café was completed and based on the need to provide a multi-facility service to offer clients a safe environment where the space facilitated training for people, including those in wheel chairs, to operate within the kitchen and serving areas. It was also designed to facilitate Buckinghamshire Care growth plans through increased footfall and to provide a platform for clients to gain experience and supported employment opportunities.

Burnham

Burnham Day Opportunity Centre is currently under refurbishment and is due to reopen to clients on 16th November 2015. Buckinghamshire Care is managing the transition arrangements for existing Burnham clients, who are temporarily receiving services at Hillcrest and Seeleys House. Buckinghamshire County Council officers meet with Buckinghamshire Care representatives regularly to ensure continuity of service for each individual.

A lead has been designated by Buckinghamshire Care to complete the individual return transition plans for each client.

High Wycombe

High Wycombe Opportunities Centre was scheduled to open in June 2015; however, there have been significant delays to the proposed timetable due to the Council being unable to progress the land deal with Wycombe District Council regarding the Hughenden Quarter site. Alternatives have been assessed by the Major Projects team and initial funds have been released from the Asset Strategy Board in August 2015 to appoint a commercial team for the Orchard House site, which includes the development of Wycombe Day Opportunities Centre.

Significant delays to the development of this Opportunity Centre mean clients are being supported in existing services around High Wycombe in a number of buildings which are not fit for purpose. It is anticipated that the running costs for the new centre will be met by the closure of Southern Day Services, Hillcrest and Wycombe Hills. This development is key to the delivery of further savings in the Bucks Care contract.

Confidential Appendix 6 - commercially implications of delay.

Capacity and Costs

Due to the changing complexities of people across the county outlined below – ie people getting older, those with multiple disabilities living longer - the demand for modern facilities, such as opportunities centres, is only likely to grow.

Individual needs have a direct impact on the staff ratios and Buckinghamshire Care work on the formula that:

$$\text{capacity} = \text{staff availability} / \text{service user needs}$$

Confidential Appendix 7 – Opportunity Centre utilisation figures based on KPI figures provided by BC August 2015

Proposed Move from Block Contract to Unit Costs

As part of the original Business Case and contract with Buckinghamshire Care it was recognised that a unit costing exercise need to be undertaken. At the time that Buckinghamshire Care was established the service was transferred as a block contract. The key aspects of this work are reviewing the unit costs, comparing unit costs to published benchmarking, and to then develop options for unit based pricing, rather than continuing with block contracts for the longer term.

The services that are included in the work include all Day Opportunity Centres, the Respite Care unit, Re-ablement Services, and several employment-based services that are primarily aimed at helping adults with learning disabilities performed by Buckinghamshire Care.

The work commenced in September and a draft report will be available as a discussion document in the near future. Unit-based pricing is a significant departure from the block contract approach currently in use and carries a number of complex considerations associated with the migration, including the treatment of overheads, price differentials, and the inclusion of outcome based payments for some services. It is possible that this will change the contracted capacity for the services; therefore units commissioned and the way we contract may change in the future.

Buckinghamshire Care Pricing

The price for self-funders to access the range of day opportunity centres for Buckinghamshire Care is a standard charge of £45 per day, with an additional £4.60 for lunch and refreshments. This is based on a full day of support and activities on offer within the centres. Broken down to an hourly rate, this is £8.50 per hour and Buckinghamshire Care requires a minimum attendance of 2.5 hours.

Where there are specialist needs such as LD or autism to be met the price increases to reflect the additional 1:1 assistance and the additional staff needed to provide this. This results in prices of £70 - £120 per day.

For some service users who have attended other day centres this is an increase in price; Buckinghamshire Care are aware of this and are working with service users to seek affordable ways to access new services. For example, for the service users transferring from Denham Day Centre to Burnham Opportunities Centre, Buckinghamshire Care have introduced a scheme whereby service users will be charged the day service price at Denham (£30 per day) for a period of 12 months.

As an independent legal entity Buckinghamshire Care has a board of directors who agree a business plan, which includes income generation targets. This business plan is then discussed at the Shareholder Commissioning Group (SCG) but the SCG cannot act as a shadow director and can only express satisfaction / dissatisfaction for Buckinghamshire Care to consider; it is the Buckinghamshire Care Board which defines the pricing strategy to meet its income generation targets.

BCC Charging Policy

Under the current BCC Charging Policy, day care is charged to those who are ineligible to receive funded services, having been financially assessed, at a rate of £38 per day attending day care (£68 per day for those with high dependency), with transport at £8.00 per return journey. Meals are charged to all service users at £4.60 per meal. These rates are set annually by Members. The charging policy will need to be reviewed in light of the unit costing work.

Future Demand and Capacity Requirements

The buildings have been developed by ADP with assumptions built in around projected client numbers to ensure they remain fit for purpose for the life of the building. It is

important to recognise that these buildings have been developed with the next 20 -30 years in mind.

As well as the remaining changes within the programme which will impact on utilisation of the buildings, it is expected that they will also be required to respond to demographic pressures. Set out below are some of the key projections.

Demand is detailed in Strategic Needs Assessment for Learning Disabilities Planning4Care summary report for Buckinghamshire – September 2015 as follows:

Learning Disabilities

By 2033, 4,590 people aged 18-64 across Buckinghamshire are expected to have moderate learning disability (MLD), with an additional 400 aged 14-17 and 1,270 aged 65 and over. The overall proportion of people aged 18-64 with learning disabilities is projected to increase by around 1.7% across Buckinghamshire to 2033. The largest increases are expected in the Profound and Multiple Learning Disability (PMLD) group, with a projected growth of 38% to 2033. At the Profound and Severe levels of severity, the estimated total number of adults aged 18-64 across Buckinghamshire is approximately 1,280. Based on the number known to Buckinghamshire Care services, virtually all of this group are likely to be receiving services

The table below shows the Planning4Care estimates of the current and projected numbers of adults aged 18-64 in Buckinghamshire expected to have a learning disability at the different *levels* of severity.

	2013	2023	2033	% change 2013 - 2033		
				Buckinghamshire	South East	England
PMLD	160	180	220	38%	43%	49%
SLD (total)	1,120	1,130	1,150	2.7%	4.3%	8.9%
MLD (total)	4,590	4,590	4,600	0.2%	2.7%	7.5%
SLD/ MLD with serious challenging behaviour	100	100	100	0%	0%	4.9%
Total	5,870	5,900	5,970	1.7%	4.0%	8.6%

PMLD – Profound and Multiple Learning Disability

SLD- Severe Learning Disability

MLD - Moderate (or Mild) Learning Disability

The population aged 65+ is projected to increase by 51% across Buckinghamshire to 2033, with numbers in this group having learning disabilities also projected to increase by 51% to 2033 (compared to 47% nationally). The PMLD group aged 65+ is expected to increase in size at a faster rate than working-age groups^[1], but from a low base. Around 72% (930 people) of those known to social care services are supported in the community (this compares with an average of 76% for England).

Older Adults

The most recent estimates show the 2013 65+ population of Buckinghamshire as 90,194, with 11,926 aged 85+. Compared with England, the profile of the 65+ population in Buckinghamshire is older compared with England as a whole. The size of the 65+ population is projected to grow significantly in Buckinghamshire over the next 20 years - a 23% increase in the 65+ age group to 2023 and a 51% increase in 65+ to 2033. This projected increase is likely to drive increased demand for social care in the Local Authority. This is particularly the case as the fastest increases are seen in the oldest age groups, those most likely to need social care. Compared with other Local Authorities across the South East region, Buckinghamshire shows the 11th highest projected increase in the older population over the next 20 years. The projected 20-year increase in the size of the 65+ age-group in Buckinghamshire (51%) is identical to that of the region, and slightly above that of England (47%). Of the total population aged 65+ in Buckinghamshire (2013), 23,800 (26%) are estimated to have some level of social care needs; of these, 14,000 are estimated to have 'moderate' to 'very high' needs, and 4,900 (5%) to have 'very high' needs.

Based on Planning 4 Care estimates combined with Census 2011 and published population projections, the number aged 65+ with some level of social care need in Buckinghamshire is projected to rise by 66% over the next 20 years (above the regional rise of 60% and above the national rise of 54%). The number of people in Buckinghamshire with 'very high' social care needs is expected to rise by 72% over the same period.

The most recent estimates show the 65+ population of Buckinghamshire as 90,194, with 11,926 aged 85+^[1]. Recent trends have seen the 65+ population in Buckinghamshire increase from 69,800 to 90,194 (29%) over the period 2001-2011, compared with an increase of 21% across the region and 9.5% across England^[2].

[1] Again, the large projected growth in the PMLD group is due to expected future improvements in infant mortality and life expectancy for those with PMLD. However, these should be regarded as upper estimates, since the proportion of people known to services with PMLD level of disability is likely in practice to be lower in the older age groups.

[1] Census 2011 population estimates for Local Authorities were published July 2012.

[2] Increase based on comparison of Mid-Year Estimate 2001 to Census 2011.

Based on Planning4Care estimates combined with Census 2011 and published population projections, the number aged 65+ with any level of social care needs in Buckinghamshire is projected to rise by 66% over the next 20 years. This is above both the projected increases in the region (60%) and nationally (54%). The number of people in Buckinghamshire with 'very high' social care needs is expected to rise by 71% over the same period.

Analysing the current patterns of services in Buckinghamshire, and assuming that the same proportions of people with different levels of need continue to be supported in the future in residential and community-based services respectively, the table below shows the change in requirement for local authority commissioned home care hours, day care placements and residential care placements over the next 5 and 20 years. This represents an increase of 73% in LA commissioned home care hours, day care placements and residential care placements between 2013 and 2033, compared to regional increases of 62% and national increases of 54% over the same period.

Projected LA-commissioned service requirements based on current patterns of provision in Buckinghamshire

	2013	2023	2033
Home care (hours per week)	11,700	15,600	20,200
Day care (placements)	360	480	620
Residential care (supported placements)	1,200	1,500	2,000

Source: Planning4care (2013)

Based on current patterns of services across Buckinghamshire,

Publicity & Promotion of Centres for use by and integration with the Local Community

Buckinghamshire Care has a strategic communication and promotion team to promote each of the services. The media strategy for promotion includes utilising social media such as Twitter, Facebook and the Buckinghamshire Care website. Local newspapers are invited to all open events in order to promote "good news stories".

On a local level, each centre holds regular marketing workshops where external providers and groups are invited to attend to view the facilities and discuss any activities they may be able to offer. Drop-in sessions are offered to potential new service users and these are targeted through community groups and leafleting in doctor's surgeries.

Each service manager within Buckinghamshire is required as part of internal targets to promote the day opportunities centres within the local community in order to provide

accessible activities that are appealing to the local community. This is a recent change and is in response to the need to ensure that the buildings are also used as community assets.

Reviews of Quality

A review was commissioned by BCC early 2014, during client transitions to the Aylesbury Opportunities Centre to look at the quality of provision, looking at what Buckinghamshire Care does well – and what it needs to adapt.

The outcome of the Tizzard review was combined by Buckinghamshire Care with the staff survey they undertook and the review of Buckinghamshire Care autism services. This formed the basis of Buckinghamshire Care Better Futures strategy, which began at the end of 2014. The central aim is a focus on moving the emphasis of care and support from a service provided to people and enhancing it to become a service which wraps around the needs of the client and those around them.

Buckinghamshire Care's strategy has specific measures and an active participation programme with: road shows - client, carer, staff; setting up user groups to ensure good and effective communication and participation; re-tuning Buckinghamshire Care support plans; and looking at how and when Buckinghamshire Care provides services so that they meet client need and aspiration both now and in the future.

The ethos is embedded in Buckinghamshire Care core values and vision.

From a Council perspective, we monitor closely the quality of services through our care contract and in partnership with CQC where services are subject to regulation.

Buckinghamshire Care Service User Survey

Buckinghamshire Care completes an annual user survey that polls the opinions of service users, carers and staff in order to improve the service provision within the day opportunity centres. The most recent survey was carried out in 2015; Buckinghamshire Care has provided a breakdown of the key results as follows:

Client responses:

- 97% of clients say they are treated with dignity and respect in Buckinghamshire Care services.
- 96% of clients believe our services are open when they need them most

Carers Responses:

- 74% of carers feel they are communicated with on a regular basis
- 80% of carers believe that Buckinghamshire Care services support clients to meet their own personal outcomes
- 78% of carers feel they are involved in the support planning process

From the information collected there are some emerging themes and areas of focus. There is an appetite for co-operation and innovation through using collective knowledge and holistic solutions. There is a demand to open centres for longer period in the evenings and Bank Holiday weekends. Buckinghamshire Care would like to introduce a drop-in service but a review of the transport infrastructure needed to support such a service will be required. The following involvement and inclusion strategies have been developed and are being rolled out within each of the services:

- Drop-in sessions
- Open Days
- Service and regional meetings
- Client and carer involvement in recruitment
- Local induction booklet
- Job Swapping
- Staff file index
- Implemented transport review

Transport

There are different processes in place for service users wishing to access the opportunity centre that fall in line with assessed needs and funding provision.

If Buckinghamshire County Council funds service users to attend an opportunity centre, the service users are transported as part of their care package through Bucks County Council's contract with AMEY. The contract with AMEY follows usual procurement guidelines and is managed by the contracts team.

Appendix 8: Overview of the contracted services between the Council and Buckinghamshire Care.

Public Appendix 1 - A Vision for Day Opportunities

The Day Opportunities vision is dedicated to ensuring that disabled younger adults and vulnerable older adults have the individualised support they need to be as independent as possible and to have happy and fulfilling lives. This includes giving people real choice and control over their services and supporting them to:

- i. Succeed economically.
- ii. Stay healthy.
- iii. Enjoy a better quality of life.
- iv. Stay safe.
- v. Be part of the communities in which they live.
- vi. Be able to access universal services.
- vii. Make friends, enjoy social opportunities and not feel lonely.

Underlying the service model is a commitment to the promotion of social inclusion as the best means of enabling disabled adults of all ages, irrespective of the nature and degree of their disabilities, to maximise their independence and enjoy the same opportunities and rights of self-determination, consistent with the Mental Capacity Act, as other citizens.

The Components of the Day Opportunities Service Model

The core components of the Day Opportunities model are:

- i. *A menu of services based on promoting independence* from which service users can choose.
- ii. *A clear focus on delivering Day Opportunities that meet the needs of people with multiple and profound disabilities.* There will be a reduction in existing numbers of building-based Day Services. In their place a smaller number of new, or refurbished, fit for purpose buildings will be established. These will provide Day Opportunities for those with the most complex needs (eg dementia, autism, profound multiple learning disabilities) or where economies of scale can be achieved (eg older people).

- iii. A *locality-based approach* to service delivery where people in Buckinghamshire will be able to access a core spectrum of services in each area. More specialist services may be provided on a countywide basis.
- iv. A *commitment to the development of bridge building and brokerage* to form and sustain links between service users and a full range of social, vocational, educational and other community opportunities and with universal services.
- v. A *flexible tiered Day Opportunities service* that is responsive to the changing needs and aspirations of individuals. This flexibility will be underpinned by an ethos of enablement to maximise people's independence. The adoption of a tiered approach will allow a move away from care-group specific services towards the development of an outcome-based model, and of service specifications and contracts that identify measurable quality of life indicators.
- vi. A *continuing commitment to informal carers* to provide them with respite and assistance to help them to continue to care.
- vii. A *wider community resource – the use of Day Opportunities Centres as centres of excellence* to provide centres for Independent Living, One Stop Shops and Information Points, while hosting the services of other organisations and making available facilities to local people to provide community benefits.
- viii. A *network of Community Bases* as the default form of provision for people able to cope in the community with or without support. Bases will be situated in ordinary community facilities (eg leisure centres, community centres, village halls) and not have any capital implications, although adaptations to make facilities accessible to disabled people may be funded.

Public Appendix 4 - Roles & Responsibilities of the Project Team

Major Project's role – procurement of and subsequent management of the Lead Consultant, monitoring of the Construction Contract, ensuring risks and information required from CHASC are communicated and managed within the construction programme's constraints, co-ordination of the handover process, and on-going management of issues through the defect period until the Final Certificate is issued.

Adult Health and Social Care is the client of Major Projects and so makes decisions with regards to design and build with guidance from Major Projects. A project manager is appointed to monitor financial expenditure, feed in to design specifications in line with operational needs, and to act as the central liaison point for the project between stakeholders. Adult Health and Social care is also directly responsible for managing the Opportunity Centre's ICT and furniture and equipment requirements, including procurement and installations.

After appointment of the team, regular project meetings are held between the architects, Major Projects and Adult Health and Social Care. It is here updates against project milestones are monitored and change control is implemented. This process allows Major Projects and the Architect to feed back into the Construction Works via monthly site progress meetings. This also allows for effective financial monitoring and programme control of each project.

Within the transformation project, the individual projects are split for the purposes of tender. Following internal procurement guidance, each of the centres' specifications were uploaded into the South East Business Portal for building companies to compile tender applications. The following excerpts are from the evaluation reports produced by Baqus giving recommendations. Baqus are the cost consultant part of ADP.

Public Appendix 5 - Procurement process for works schedule/costs

Hartwell Day Opportunities Centre Aylesbury

Six companies were invited to tender for the project. The lowest 4 tenders were then asked to submit priced Bills of Quantities for scrutiny. All of the submitted tenders were based on a 43 week contract period. The lowest tender submitted was by Company A; this was approximately 0.75% below that of the second lowest bidder. The overall tender range was 8.99%. Company A's tender was bona fide and competitive and therefore it was recommended that they were awarded the tender.

Buckingham

Six contractors were invited to tender for this project. The lowest three tenders were then evaluated and asked to provide priced Bills of Quantities for scrutiny. All of the 3 lowest submitted tenders were based on a 28 week contracting period. The lowest tender submitted by Company C was approximately 2.583% below that of the second lowest tender. The overall tender range was 7.84%.

Due to the three lowest tender's prices being very close, it was decided that the design team would interview all contractors with the emphasis on the running of the project and their approach to value engineering. The design team concluded that due to the nature of the project Company C would be the most suitable.

Burnham

Six contractors were invited to tender for this project, all of whom responded.

The lowest two tenders were then evaluated and asked to provide Priced Bills of Quantities for scrutiny. The two lowest submitted tenders were based on a 26 week contracting period. The lowest tender submitted by Company E was approximately 2.18% below that of the second lowest tender. The overall tender range was 17.81%. After financial analysis Baqus concluded, based on a revised tender received from Company E, that they were the most competitive and recommended that Company E should be awarded the contract.

Chesham

Five contractors were invited to tender for this project, all of whom responded.

The lowest three tenders were evaluated and asked to provide priced Bills of Quantities for scrutiny. Companies A and B submitted a 40 week contracting period and Company C submitted a 50 week programme stating that they felt that a 40 week programme was not achievable. The lowest tender submitted by Company A was approximately 9.5 % below that of the second lowest tender. The overall tender range was 26.69%. After financial analysis Baqus concluded that Company A was the most competitive and recommended that they should be invited to an interview and should be considered the preferred provider

Public Appendix 8 - Service Provision Provided By Buckinghamshire Care

Day Care services are provided by Buckinghamshire Care which is a Local Authority Trading Company (LATC) and 100% owned by the Council. This trading company delivers many of the services previously carried out using 'in-house' resource which include:

- Domiciliary Care (new) Day Opportunities
 - Aylesbury Opportunity Centre (AOC)
 - Buckingham Opportunity Centre (BOC)
 - Buckingham Outreach (library – will close this year)
 - Burnham (will re-open October 2015 – incl Denham previous clients)
 - Chesham Opportunity Centre (COC)
 - Chesham Outreach
 - Hillcrest & Wycombe Hills
 - Seeleys Day
 - Spring Valley
 - Southern Day Services
 - Wing & Steeple Claydon
- Reablement service (new)
- Supported Employment Services
 - Food4Thought @ The Watergarden Café
 - Thrift Farm
 - Missenden Abbey
 - Back to Base
- Laundry Service
- Learning Disability Respite Care (Seeleys)
- Provider of Last Resort