

APPENDIX N

WAVERLEY BOROUGH COUNCIL

COMMUNITY OVERVIEW AND SCRUTINY COMMITTEE – 8 SEPTEMBER 2008

EXECUTIVE - 7 OCTOBER 2008

Title:

**IN-DEPTH REVIEW OF WAVERLEY'S DAY CENTRES
– meeting the needs of our changing communities -**

[Portfolio Holder for Partnerships: Cllr Bryn Morgan]

[Wards Affected: All]

Summary and purpose:

This report reviews the information gathered to date in the Committee's review of the potential changing role for day centres in Waverley, and puts forward proposals for the future direction and strategy for day centre services over the next ten years.

Environmental implications:

The operation of day centres has an environmental impact in terms of property management and associated transport arrangements.

Social / community implications:

There is a growing population of people over retirement age, many of whom are living better and healthier lives with greater aspirations and expectations than ever before. One of the challenges facing traditional "day centre" service providers is to determine how the needs of active older people can be met, while taking account of the needs of very frail, older people who need high levels of care and support to help them retain their independence and dignity.

E-Government implications

There are no direct e-government implications arising from this report.

Resource and legal implications:

The report addresses the issue of how day centres in Waverley are currently funded and puts forward proposals for more formal monitoring of the annual grant provided by Waverley under its Sponsored Organisation Scheme.

Introduction

1. The Community Overview and Scrutiny Committee approved the scope of the day centre review at its meeting on 13 November 2006. To assist the process, Members agreed that some of the detailed work required would be best undertaken by a Sub-committee.
2. It had been anticipated that the review would be concluded by October 2007. However, due to the restructuring of the Council and the changing roles of some officers, it has not been possible to keep to the original timetable set out in the scoping report.
3. The Sub-committee has had three meetings since September 2007 and has completed the following programme of work:
 - Visit to The Vyne Community Centre, Woking on 14 September 2007 (note attached as Annexe 1)
 - Visit by Members to the five Waverley day centres in October 2007 (notes attached as Annexe 2)
 - Meetings with the Chairmen, Treasurers and Managers of each day centre in Waverley in November 2007 (summary of discussions attached as Annexe 3)
 - Focus groups with users and non-users on 3 July 2008 (note attached as Annexe 4).
4. The sub-committee has yet to meet with representatives of Surrey County Council to discuss the contribution made by the County Council to the care of the frail and elderly in Waverley. This meeting will take place on 5 September 2008 and an oral report will be made to the Committee at its meeting on 8 September 2008.
5. The remainder of this report sets out the evidence gathered by the sub-committee, and addresses the questions posed by the scoping report.

Background

6. Two years ago the Community Overview and Scrutiny Committee received a report on developing community based services for older people. The following information is drawn from that report and, it is hoped, will help to put the current review into context.
7. Waverley has the highest population of those aged 80 and over in Surrey, with over 1,300 people between the ages of 80 and 84, some 2,139 people between the ages of 85 and 90 and 1,093 people over 90. The 50–54 age group has seen an increase of 34.5% since 1991 and will make up a large group of retired people requiring services in the near future. It is recognised that, with improvements in health screening and improved health care, the new older generations are and will be living healthier lives in the future, and are more likely to be better off than previous generations. Thus it is anticipated that potential customers and service-users of day centres are likely to be more demanding with higher expectations. Stereotypes of older people are misleading and the sub-committee believes that they should be seen as a future resource not as a burden.

8. In addition, an increasing number of older people will be living alone and quite possibly will be socially isolated (7 out of 10 women and 4 in 10 men aged 85 or over now live alone). There is also likely to be a growing number of increasingly older and ever frailer people who will require more services to enable them to retain their dignity and independence, and who are now living well into their 80s, 90s and 100s.
9. As a result of these factors, older people are no longer a single clearly defined group as may have been the case in the past, and this is one of the main challenges for Waverley in looking at day centre provision over the next ten years.

Current provision of day centres in Waverley

10. In most counties and unitary and metropolitan districts in England, the provision of services for older people is the responsibility of the Social Services Department. However, in Surrey, the Borough and District Councils directly manage many services for older people, including the majority of day centres. Waverley is the only borough council in Surrey where all the day centres are run by voluntary groups, and funded in part by grant aid from the council.
11. Statutory resources are often focussed on older people with the most severe needs, and priority is given to acute services providing care that prevents hospital admission or reduces delays in hospital discharge. This approach is largely driven by the need to meet Government targets in order to avoid financial penalties. As a result of the Boroughs and Districts electing to provide some services for older people in Surrey, it has been possible to focus on preventative services and promoting good health and well being.
12. It is believed that with the Boroughs and Districts providing day centre services it has been possible to achieve a greater breadth of service than would have been provided by the County as a social services authority. In fact a social services approach would be more likely to provide care at home rather than in a community setting.
13. In Waverley there are five “core day centres” providing support for older people, which the Council, as a matter of policy, has decided that it wishes to support on an on-going basis. All five have been admitted to the Sponsored Organisation Scheme. These are:
 - Brightwells Gostrey Centre, Farnham (building owned by Waverley)
 - Rowleys – previously known as Cranleigh Day Centre (site leased from Waverley)
 - Farncombe Day Centre (building owned by Waverley)
 - Age Concern Haslemere operating from Haslewey (site leased from Waverley)
 - The Clockhouse – previously known as Milford and Villages Day Centre (building owned by Trustees of the Centre)

In addition, services for older people are also provided by the Denningberg Centre in Godalming. However this centre has always operated independently of the Council and has not sought revenue or capital funding from the Council for at least 15 years.

Further details about each of the core day centres are attached as Annexe 5.

14. The management style and service provision of each of the five centres varies, reflecting the geographical area, the demographics and profile of the local community and the vision and direction of each of the individual groups. However, all have dedicated property from which to operate and all have the facilities and opportunity to open at least five days a week. Each of the centres has a paid manager and a dedicated team of staff (varying in number across each centre).
15. In order to provide the range of services/activities, to undertake fund-raising activities and to manage the services as charitable trusts, each of the day centres relies heavily on dedicated volunteers. Like many voluntary organisations, the centres are facing increasing difficulty in recruiting and retaining volunteers.
16. The services provided by each centre are broadly comparable and include:
 - hot lunchtime meals, with a coffee/snack bar service throughout the day,
 - social and recreational activities such as dancing, exercise, tai chi, learning new skills (eg computer, art), Walking for Health, bingo and other forms of entertainment,
 - hairdressing, chiropody and other services such as reflexology and massage,
 - transport to and from the centre for those who need it (either by HOPPA or the centre's own minibus).
17. The number of customers served by each centre depends on its location, the size of the centre and the services it offers. The following table provides information for the period April to June 2008.

	Avg no lunches per day	Avg no. visitors per week
Brightwells Gostrey Centre	37	1139
Rowleys	24	900
Farncombe Day Centre	30	1135
Age Concern Haslemere	42	n/k
The Clockhouse	38	n/k

18. The Council has provided resources to enable the five core day centres to provide these kinds of services and activities for older people who are of retirement age but who do not have significant support needs. However, as time has gone on, the day centres have responded to the increasing needs of some of their client group and assist people who are becoming ever older and physically and mentally more frail. They have achieved some additional funding from other sources to provide a greater level of care and support to those customers. This funding comes from the Waverley Voluntary Grants Partnership, which comprises pooled funds from the Borough Council, Surrey County Council and Surrey PCT. None of the centres has a contract with SCC to provide care to those in highest need, as is the case in some other Borough/Districts.
19. As is evidenced by the recent change of name of a couple of the centres, they are all embracing change and are working hard to change their "day centre" image and attract new customers. All the centres to differing degrees are increasing their range of activities and some are participating in schemes such as Walking for Health, Creative Dancing programmes and other cultural projects which are being

developed alongside other agencies and with officers in Waverley's Leisure and Cultural services.

Current funding of day centres in Waverley

20. As will be seen from Annexe 5, the percentage of the running costs met from Waverley's grant aid provided under the Sponsored Organisation Scheme (SOS) varies between each of the five day centres. The remainder of the day centres' funding comes from fees and charges, grants from charitable trusts and fund-raising efforts.
21. The day centres apply to Waverley's SOS fund each autumn for a grant for the following financial year. In their application they are required to report on their achievements in the previous year, their proposed activities for the following year and the outcome that they anticipate will be achieved as a result of the funding from Waverley, including how people in Waverley will benefit from the activities/services supported by this money.
22. The grant from Waverley is offered on the basis that a partnership agreement is prepared and agreed by both the centre and the Council. This partnership agreement sets out the service to be provided and the expectations of both parties. It also requires the day centre to provide Waverley with a quarterly report giving information on activities and attendance, and other information from time to time as required. An example of a partnership agreement is attached as Annexe 6.
23. In 2008/09 each of the centres was awarded a revenue grant of between £45,800 and £49,000 by Waverley to contribute towards day-to-day running costs. In past years, these grants have been increased by inflation. However, this year all centres have been informed that when they apply for a grant for the next financial year they should identify other sources of income and have a close look at their reserves policy so that their next application can be at a level no higher than this year, and preferably lower.
24. The funding provided by Waverley for day centre services is the lowest per centre across Surrey. In 2006/07, according to benchmarking figures, the annual net cost to Waverley for each of the five centres was in the region of £55,000. In Mole Valley the net cost per centre was £84,435, in Elmbridge it was £115,541, in Woking £149,712, in Guildford £188,405 and in Surrey Heath £228,580. This can be explained in part by the fact that Waverley is the only borough in Surrey that provides the service by way of a grant to the centres rather than managing them directly.

Evaluation of information collected to date

25. The following paragraphs address the issues raised in the original scoping report and assess the extent to which the information collected to date meets the terms of reference for the review.

(i) How, if at all, should Waverley Borough Council support 'day centre' services?

26. Waverley contributes an annual amount of funding each year to the five day centres through the SOS scheme. If this funding was to be withdrawn there would almost

certainly be a reduction in the level of service provided by the centres at a time when there is expected to be a significant increase in the number of older people in the coming years. A total withdrawal of all funding would also mean that Waverley would be 'out of step' with the other districts and boroughs in Surrey, all of whom currently fund day centres as a core activity.

27. The Council also gives support to the organisations' trustees by attending committee meetings and to the managers by organising network meetings across Waverley. Two of the centre buildings are owned and maintained by Waverley while the other three centres are leased or owned by the management committees. Waverley's link officer gives differing levels of day to day support.
28. The continuation of support to the five day centres meets the Council's priority of "improving the quality of life for all, particularly the more vulnerable within our society", and fulfils Objective 8 of the Council's Social Inclusion Strategy on promoting health, well-being and culture. This objective refers to the funding and support provided by Waverley 'to the voluntary organisations that provide five social centres across the Borough running a variety of accessible lessons and activities promoting learning, culture, health and well-being and community interaction'.
29. However, as is being experienced across the whole of Surrey and further afield, the traditional "day centre" can tend to struggle to attract more active older people, who have far more choice nowadays for their social and recreational activities.
30. With the traditional day centre, it is clear who such facilities serve and they can provide a safe and secure environment for older people. However, without larger numbers of customers, their fund raising ability is limited, and they are finding it increasingly difficult to operate within available revenue resources. It is suggested that the increasing emphasis on frailer older people is not necessarily a direction that the Borough Council would wish to follow.
31. The challenge for the centres is to balance their desire to serve the most needy in their community while attracting enough customers to generate the income they need to survive and to fulfil a broader need.
32. The challenge for Waverley is to make best use of increasingly limited resources while fulfilling its leadership role in promoting community well-being and supporting the voluntary sector to deliver suitable and sustainable front line activities for older people.
33. In addition it is argued that older people have the same needs and aspirations as the rest of the population and should not always need specifically targeted services and activities but that mainstream activities should be inclusive and accessible for all. Waverley should ensure that in all its work and within all its partnerships the needs of older people are taken into account and that mainstream, universal services are designed and delivered with older people in mind.

(ii) What alternative approaches are there for supporting older people?

34. If the role of the "day centre" is to provide opportunities to socialise, keep fit, participate in cultural activities and learn new skills there are plenty of other examples of how this can be achieved in all our communities. Many of these are

inclusive of all age groups eg. Leisure Centres, Cultural centres (eg Maltings, Cranleigh Arts centre), church groups, WI, activities at community centres (eg Yoga, bridge clubs), while other activities are targeted particularly at older people eg University of the Third Age (U3A), SAGA, Farnham Assist, Fit for Life Exercise and Mobility classes.

35. Many activities make best use of existing community facilities and some projects develop a programme of activity around venues that are more generally used by the local population – eg Farnham Assist arranges gatherings in pubs and local church buildings. U3A groups do not own or run any property but organise their groups around other facilities such as village halls, leisure centres and people's own homes. Fit for Life Exercise and Mobility groups are held in community rooms and other facilities around the Borough.
36. Other providers of care for frailer older people in community settings tend to provide specialist care eg dementia care, or hospital day care. More general personal care tends to be provided at home.

(iii) What segment of the 'older people' market should we be trying to serve?

37. Waverley's funding for the centres has always been for inclusive, non-targeted services for active older people with little or no need for care.
38. With a growing older population it is likely that limited resources will be stretched even further. It is likely that acute services will be even more directly targeted to those most in need, so there is an imperative to maintain the health of those approaching old age in order to reduce the burden on acute services in the long term and to delay dependency.
39. There is also likely to be an increase in the number of older people who are isolated (socially, rurally or culturally), and unable or disempowered to access mainstream services (such as leisure or cultural centres). It is suggested that these are the people who need to be encouraged to participate within their communities to maintain their own well-being.
40. There is a growth in the number of 50 – 65 year olds and although it is uncomfortable to group this age band with "older people" it is known that this period in life can be a transitional one during which it is most likely that people will experience life-changing events. It is therefore important to have services in place for those who need them to ensure they stay fit for the future.
41. A recent Audit-Commission publication "Don't stop now... Preparing for an ageing population" (July 08) reveals that most council services focus on the minority who require social care, excluding the invisible majority who may end up isolated and vulnerable if ignored. It encourages councils to develop services aimed at tackling social isolation, and help build social networks amongst older people who have not yet become dependent.
42. It is likely to fall to the boroughs and districts to enable and encourage activities that promote the health and well-being of their communities and to support the voluntary sector to deliver services to support these aims.

(iv) Should the Council support specialist day centres providing care for frail older people, or target its resources on promoting good health and well-being amongst the growing populations of active older people?

43. It is clear that the provision of care for older people is not a duty or responsibility of the borough council. However because of an historic agreement between the borough and district councils and Surrey County Council, the borough and districts provide day centres and meals-on-wheels services. By continuing to support and develop the day centre services the boroughs and districts, who do not target their services, have improved the opportunities for promoting social, physical, mental and emotional well-being for older people beyond the level that would have been achieved by the County.
44. Any new or developing facilities for the future need to take into account changing demographics, and keep abreast of new initiatives elsewhere that successfully meet the changing needs of a growing number of older people. Some of these older people will be active and need to sustain their well-being, while others will be frail and in need of support. However, experience shows that the needs of these two customer groups are not easily met in one facility, and that with increased choices for older people the more active customers are unlikely to choose a facility where the focus is on 'care' or 'welfare'.
45. The day centres need to manage the possible pressure that may be placed on them to take care of people with complex needs. They will need to be clear about their own vision and direction, understand their customer base and who they can provide services for. It is recognised that very frail or confused elderly people need a high level of staff support. Most day centres in Waverley are not funded to deal with such clients or to provide the requisite level of care staff. It is important that day centre committees are pro-active not reactive to these issues.
46. With tight controls, risk assessments, and clear criteria it may be possible for the centres to continue to maintain a balance of active and frailer older people and to continue to provide low levels of care to those who become frailer, in order to maintain their ability to socialise and participate.
47. If centres choose to provide services for the very frail and elderly, there are additional revenue implications arising from the need to employ Care Assistants. In addition, it is likely that day services dealing with elderly people in 'high need' will become subject to the 'National Care Standards' regime, which currently applies to residential care homes and domestic/home care services. Should these rules be applied to the day centres, there could be significant capital and revenue implications in order to meet the required standards.
48. The recent Audit-Commission publication "Don't stop now... Preparing for an ageing population" goes on to say that "with the right planning, traditional day centres can become more widely accessed community hubs with the potential to appeal to a broader section of the community by delivering education, leisure services and opportunities for social networking". With a relatively small amount of financial input it is suggested that the Council is already getting great value for money from the five centres as inclusive, broadly appealing hubs in their community.

(v) What opportunities, in conjunction with Surrey County Council, could there be for service provision within day centres for frail older people, or those designated as being in critical or substantial need?

49. The sub-committee will be meeting with County Councillor Sally Marks, Portfolio Holder for Adults and Community Care, on 5 September 2008 to discuss this aspect of the review, and Members will receive an oral report of those discussions at the meeting of the Community Overview and Scrutiny Committee on 8 September 2008.
50. With the advent of "Self-directed support" it is unlikely that Surrey County Council will enter any new agreements for block contracts of care. Self-directed support is a new way of providing people with social care that puts the user in control of decisions about their support. Individual budgets are allocated to people to choose how it is spent. There are three main ways that the individual budget can be used:
- a) A direct cash payment for social care from the local authority can be spent on appropriate services to meet an individual's needs.
 - b) Some people who cannot or do not want to cope with managing the money of their direct payment themselves could use indirectly commissioned services. An individual budget in this case is paid to a broker or provider who then helps to arrange the services that are chosen.
 - c) Directly commissioned services can be arranged on behalf of the client (as they are now) in cases where a client is unable to manage their own funds or make their own arrangements.
51. It is likely in future that people will be given their own funds to spend on their care, and it will be up to the Centres to decide whether to provide care and support services that people will want to purchase.

(vi) What alternative approaches to providing community based services for older people have been successfully adopted by other authorities?

52. As the sub-committee discovered on a visit to The Vyne, run by Woking Borough Council, although the staff were anxious about the future, the centre is still well funded (c.£240,000 gross per annum) and supported by the Council and is a good example of how to provide a full and varied programme of activities for older people in a mixed use community centre setting. The main attention Monday to Friday is focussed on older people with a list of club-type activities including art, drama, dance, hand-bell ringing, choir, exercise, theatre group, workshops and a diary of outings and events. It also includes a discreet "day care" service, partly funded by Surrey County Council, for frailer older people. The café is open for the whole community and is a buzzing environment. The centre is modern, comfortable and inviting. The centre is also hired during the day and out of hours to other groups such as mother and toddler groups, after school dance clubs, churches and local community groups.
53. Woking also has another model for the provision of services for more frail older people where it has developed a day care facility in its extra care housing scheme –

Brockhill – and also has four drop in coffee shops for active older people, run by the voluntary sector in partnership with the Borough.

54. Mole Valley successfully runs 2 centres purely for active older people where no care is offered. Elmbridge on the other hand runs 6 centres from which they run 8 specialist groups for people with dementia.
55. Waverley is not without examples of alternative approaches and in Haslemere we find Haslewey community centre being used as a base by Age Concern Haslemere to provide a range of activities and services for older people in a mixed use building.

(vii) What is the condition of day centre premises, and are they fit for purpose?

56. Brightwells Gostrey Centre in Farnham operates from a less than perfect building which is old, tired, poorly arranged on two floors and does not meet many access requirements. It struggles to cope with health and safety regulations. The centre is within the East Street regeneration proposals and is hoping for a new community facility.
57. The redevelopment of the Rowland House site in Cranleigh is coming on stream in the near future and will have implications for Rowleys. Currently Rowleys is limited on space and flexibility.
58. Farncombe Day Centre is now some twenty years old and has had some recent investment in it to tidy up the décor and to improve access. It is small and therefore limited in what it can offer but is full of character.
59. The Clockhouse in Milford is a modern well appointed building and with a new name and plenty of fresh enthusiasm within the board of trustees and the staff team, that centre is poised to make the most of future opportunities.
60. Age Concern Haslemere, operating from a large and flexible community building at Haslewey, has issues in sharing a building, but is keen to move forward and embrace the future.

(viii) What are the views of the day centre committees on the future for day centre services?

61. The centres are all struggling to maintain numbers as it is difficult to balance the services for frail older people while attracting new customers and they are all trying to break free of the unappealing “day centre” image. They feel that if allowed the service could be overwhelmed with demand for day care for frailer older people and they have to manage the referrals carefully. The most significant demand, however, is from customers who grow older with the service and become frail over time. It is hard to turn existing customers away.
62. A recent survey of local people by The Clockhouse in Milford found that those who did not attend said they did not do so as they perceived the centre to be for particularly old or frail individuals. Responses from those who would like to attend in future suggested that they would do so for exercise or dance activities, or for activities such as painting, computer classes, photography or information and advice.

63. All the centres are very aware that the funding from Waverley Borough Council is for inclusive, low level services and they are working hard to provide a programme of activities and to improve their image to attract more active customers.
64. The recent customer focus group organised as part of the review process (see Annexe 4) was very well attended by “older” customers and some “younger” more active visitors. All the participants were keen to share the facilities with a wider audience. There was a unanimous feeling that they should no longer be called “day centres” as that was off-putting to new customers. There were several suggestions for new activities that they would like to see at the centres. Exercise was seen as an important activity for the future to help to maintain people’s health and well-being.
65. All the centres are keen to develop, and most are interested in broadening their remit to be ever more inclusive but are all struggling to manage within a limited budget. In some cases they are also limited by a confined or poorly arranged space, in most cases they are limited by the level of staffing and the number of willing trustees, and they are all bogged down by the growing demands of health and safety, other legislation and red tape.

(ix) Should the Council have a strategy for the development of community based services for older people over the next 10 years? and

(x) what conditions should be placed on the Council’s Sponsored Organisation Scheme grant to ensure the five organisations are part of that strategy and embrace the visions?

66. In view of the increasing number of older people it is believed that there is now a real need for the Council to develop a strategy for the development of community based services over the next 10 years which would help target limited and possibly decreasing resources to where they are most needed. It is suggested that such a strategy would also help to ensure that there is a more consistent level of service provision across the five centres, so that all older people have the same opportunities in terms of support and recreational activities to improve their well-being, wherever they live in the borough.
67. A strategic approach would also inform and influence current and future development opportunities (eg East Street, Rowland House) where decisions have hitherto been made without any clear context.
68. Any future direction for the centres needs to take account of:
 - a. local needs;
 - b. the aspirations of the management committee concerned;
 - c. the Council’s priorities;
 - d. the target customer group and potential market;
 - e. requirements of partner organisations who are contributing or might contribute to the service provision;
 - f. capital requirements;
 - g. revenue funding;
 - h. health and safety, accessibility and other legislative requirements;
 - i. policy initiatives;
 - j. national drivers and trends; and

- k. examples of best practice and innovation
69. Future grant funding should be dependent on the centres meeting the Council's objectives (especially in the Social Inclusion Strategy) and the Community Strategy and demonstrating a growth in customer numbers to achieve maximum capacity, and increased fund raising achievements. This process can be managed through the Council's SOS funding programme.
70. It is believed that there is scope for linking the award of funding with an encouragement to the centres to continue to widen the services they offer and to look increasingly outward to their communities. The aim of such a policy would be to ensure that the centres are able to meet the changing needs of more active older people, as well as those who are isolated and lonely and who need encouragement to be more socially and physically active in order to maintain their well-being into the future. It would also ensure that Waverley achieved the maximum return from its investment.

Day Centres Sub-Committee - 5 September 2008

71. On 5 September 2008, the Day Centres Sub-committee met with County Councillor Sally Anne Marks, Portfolio Holder for Adults and Community Care, and Anne Butler, Manager for Older Peoples' Services, to discuss the contribution made by the County Council to caring for frail older people living in Waverley. The key issues raised emerging during the discussion are as follows:
- Cllr Marks (County Council Portfolio Holder for Adults and Community Care) & Mrs Butler appeared genuinely pleased with the initiative taken by Waverley to review the role of their Day Centres, and to be invited to meet with the Sub-Committee. They congratulated the Sub-Committee on the thoroughness of the review, noting that input had been received from managers, trustees and users of the Day Centres, and that a visit to The Vyne had been made to see how things were done elsewhere. Mrs Butler had talked to SCC care managers for their views on the Day Centres and the role they served, which was a useful contribution to discussions.
 - Whilst the Day Centres felt that they were having to cope with the needs of increasingly frail clients, in the view of Adult Services these clients had moderate/high end needs, rather than critical/substantial needs that met the eligibility criteria for funding. It was sad that the eligibility criteria were so high, but that was not likely to change.
 - The reasons why community based day care services in other Surrey districts received SCC funding and Waverley's did not was historic. There was a major challenge in relation to the funding provided to Surrey (£200 per head of population compared to a national average of £580) as well as to Waverley, but Cllr Marks asked officers at Surrey to look at this issue.
 - The Waverley Voluntary Grants Partnership was a unique tri-partite funding arrangement that SCC would not want to jeopardise, and generally there was a move towards taking a longer view of funding, e.g 3 years.

- A large number of elderly cope using their own resources and support networks, and never come to the attention of Adult Services until they are in critical/substantial need. The 50s Plus Strategy is about helping older people to live healthily and independently in their own homes. There is scope for greater partnership with Waverley e.g. using Making Waves to reinforce messages (also communicated through Surrey Matters) about preventative help available; and also with the Day Centres as a source of information, or to demonstrate telecare solutions to care issues (The SMART house in Tandridge to show telecare services was held up as a good initiative). There was potential to discuss SLA-based funding to meet SCC targets.
- The importance of Day Centres in providing physical, mental and social stimulation is recognised, and valued, especially for lone pensioners. The relief provided for Carers was also recognised and appreciated. The challenge is to provide services in ways that meet demands of the active elderly as well as the more elderly and frail, e.g. drop-in services rather than the traditional 9.30am-4.30pm model, extended opening hours, more contemporary activities offered, more modern image.
- The impact of the implementation of personalised budgets/self-directed support was an unknown. They would not introduce new funds, but would give clients currently receiving support direct control over their care budgets, if they wished. Where clients were not able, or did not wish, to control their own care budget this would be done by a carer or advocate/broker. The Godalming Adult Social Services office was pioneering personalised budgets in Surrey and a meeting with the local social care team to discuss the challenges being encountered was suggested.
- The role of the Local Area Agreement as a driver for greater partnership working was raised, and an analogy was drawn with the Surrey Waste Partnership which had been able to tap into new sources of funding not available to district councils individually.

Conclusion

72. The day centres provide a very valuable service to older people in the community, which will continue to be in demand as a result of the continuing increase in the number of older people. However, the day centres are facing a climate of change and they will need to adapt if they are to survive in future. With a growing older population with very different needs, the centres have to be clear exactly who their customer is, and what image and level of service they need to achieve to meet the needs of those people and to continue to attract new customers.
73. They need to manage their response to the need for care for frailer older people and balance it with their role in providing more universal services to a broader older population and their potential role as a wider community resource.
74. With more limited available resources in the statutory sector, the centres will need to become increasingly self-sufficient.

75. The Committee agreed to make the following recommendations to the Executive that:-
1. The day centres in Waverley provided a very valuable service to older people in Waverley, and should continue to be supported by the Council in accordance with the Council's priority of "improving the quality of life for all, particularly the more vulnerable within our society."
 2. A more strategic approach needed to be developed with regard to sustaining the funding, support and development of the centres, in the light of the changing requirements of users.
 3. The centres should be encouraged and supported to widen the services they offer in ways that met the changing demands and needs of current and potential users. This would require them to adopt an increasingly outward approach to their communities to attract other users and customer groups.
 4. Centres should be encouraged to work more closely together across the Borough to develop opportunities together and share best practice, e.g. in attracting alternative sources of funding.
 5. The Council's officers should work with the day centres and Surrey County Council to understand the potential impact of "self-directed support" on day centre services.
 6. The Council should maintain its support for day centres through the Sponsored Organisation Scheme, or equivalent, and develop a more strategic approach to the funding and development of the day centres, possibly on the basis of a service level agreement with agreed outcomes.
 7. Officers should continue the dialogue with Surrey County Council, the PCT and day centres to determine:
 - a) how Waverley can assist the County Council and PCT to help individuals to continue living in good health in their own homes; and,
 - b) how Waverley can help the County Council and PCT optimise new sources of funding to meet Government targets for supporting more vulnerable people in their homes, e.g. through the use of Telecare and other initiatives.

Recommendation

It is recommended that the Executive considers the findings of the In-depth review and whilst noting the review conclusions supports recommendations 3 to 6 of the Community Overview and Scrutiny Committee, as set out in paragraph 75 above.

Background Papers (CEX)

There are no background papers (as defined by Section 100D(5) of the Local Government Act 1972) relating to this report.

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