

**SUBJECT: MY DAY, MY LIFE SERVICE EVALUTATION (Directly provided service)**

**MEETING: INDIVIDUAL CABINET MEMBER DECISION**

**DATE: 31<sup>st</sup> AUGUST 2022**

**DIVISION/WARDS AFFECTED: ALL**

**1. PURPOSE:**

To provide details of the current My Day, My Life service and to seek approval to undertake a review of the service to support future development.

**2. RECOMMENDATIONS:**

- Agree to the commencement of an evaluation and review exercise of My Day, My Life Services as set out in Section 5 , Option 3
- Agree to the engagement of an independent organisation to review and evaluate the service as set out in Section 5 , per Option C

**3. KEY ISSUES:**

The Social Services and Well-being (Wales) Act 2014 drives the overall strategic direction for all adult social care services. The Act's fundamental principles are Voice and control, Prevention and early intervention, Well-being and Co-production. Monmouthshire's social services has a clear vision and direction of travel for social services; we aim to help people to live their lives, making sure everything we do starts with the person.

In Monmouthshire, adult people with learning disabilities receive daytime support through My Day My Life services. The ethos of My Day, My Life is underpinned by a set of principles aligned to the Social Services and Well-being (Wales) Act 2014 and the direction of travel for Monmouthshire social services.

My Day, My Life is a strength-based approach that seeks to enable people with a learning disability to develop and pursue their individual aspirations within every day, community settings supported by their own networks. The approach has been in place since 2014; moving from traditional buildings-based day services to more bespoke tailored individual opportunities

The My Day My Life service in the north and centre of the county is directly provided by the Council. In the south the Council has a contract with Mencap, a third sector organisation, who provide the service on its behalf.

My Day My Life Service directly provided by the Council

The service operates in Abergavenny and Monmouth areas and currently supports approximately 20 people; there are other people whom may potentially need to access this service in the future. Up to March 2020 significant progress had been made through this positive and strength-based

approach to meeting peoples' aspirations and needs. This resulted in considerable numbers of people receiving support closer to home, engaged in their communities and accessing activities independently.

The onset of the Covid-19 pandemic led to the closure of all My Day, My Life hub buildings:

- Abergavenny Hub ( Tudor Street)
- Green Fingers ( Meville Theatre grounds)
- Monmouth Hub ( Overmonnow)
- Monnowvale Hub in Monmouth.

The service moved to a fully flexible, person focused and community-based approach to support. This change led to several positive changes, for example, individuals living in supported living or residential homes now enjoying bespoke activities of their choice supported by a consistent and familiar care staff who support them at home and in their local community.

As we come out of the pandemic, changes in the number of people receiving/needing support, staffing levels and lessons learnt pre and during the pandemic mean there is a need to review the service and determine the continued direction of travel for the My Day, My Life service.

The proposed review and its recommendations will benefit from objectivity and impartiality to ensure its success and meaningful conclusion, and to ensure effective engagement with key stakeholders including people who currently use the service and those who may need it in the future. An internal driven review is not seen as the best option as it would be undertaken by those responsible for its operation, evaluating their own performance and developing recommendations for the future.

An experienced, independent reviewer, familiar with working with people with learning disabilities would be best placed to successfully carry out this review in an impartial way. In line with the Council's procurement procedures we will undertake a tender exercise to procure an appropriate organisation /person to carry out the review. We will seek to engage this person/organisation via Sell2Wales to ensure fairness and the engagement of the right person/organisation with the right skill set. Whilst the consultant will manage and oversee the project as a whole; outputs, options and stakeholder identification will be a collaboration between an internal project board and the appointed consultant.

My Day My Life Service provided by the Mencap

The service in the south is not directly delivered by the Council, there is a contract in place with Mencap to deliver this service. A review of the Mencap service is planned and will be undertaken by officers in the Commissioning Team and the Community Learning Disability Team who are not involved in the direct operation of the service.

This review will commence following the completion of the independent review . This will enable the outcomes, such as best practice and benchmarking information to be inform the subsequent review of the south.

#### **4. EQUALITY AND FUTURE GENERATIONS EVALUATION (INCLUDES SOCIAL JUSTICE, SAFEGUARDING AND CORPORATE PARENTING):**

An Integrated Impact Assessment is attached as appendix 2.

A summary from Section 8 of the Integrated Impact Assessment identifying the significant positive and negative impacts is detailed below.

### **Positive Impact**

The engagement of an independent reviewer to carry out a comprehensive evaluation of the My Day, My Life service will enable us to build and strengthen the service for the future. This approach will ensure full collaboration with stakeholders including individuals with disabilities and their families. Consultation will be inclusive and will include those with the most complex of needs. The equality, diversity and inclusion needs of people will be understood as part of the review and will inform the development of the recommendations for the future of the service. The review will be based on the established values and principles of My Day, My Life to enable people with a learning disability to develop and pursue their individual aspirations within every day, community settings supported by their own networks. This will support in the creation of connected, prosperous and resilient communities, whilst ensuring collaborative and inclusive practice.

### **Negative Impacts**

It is possible that the evaluation may create anxiety and uncertainty for individuals using the service, their families and the staff team due to its signalling of potential change. It also may identify the need for a smaller or different staff team, which could impact on the primarily female staffing team.

There are a number of individuals with very complex needs, if the majority of the consultees signal a further move to building less/community-based services this could negatively impact those who have complex needs who may feel (or their families may feel) need a buildings-based service to be or feel safe. It will be important to mitigate this risk through effective engagement with this group.

## **5. OPTIONS APPRAISAL**

An options appraisal has been undertaken to inform both of the recommendations:

### Evaluation and review of the service:

<b>Option 1: Do Nothing – support remains community based only and buildings remain closed</b>
<ul style="list-style-type: none"><li>• People continue to receive the support they have been used to over last 2 years, however we know some people are keen for buildings to re-open</li><li>• Current and likely future demand for the service is considerably less than existing capacity including staffing hours</li><li>• Lack of in depth understanding of aspirations and needs of people using the service now and, in the future.</li></ul>
<b>Option 2: Continue with community-based support and re-open all buildings as pre-March 2020</b>

- Support returns to the way it was provided pre-pandemic
- Current demand for building based support is very low.
- Reduction in demand will result in very low numbers of people in large buildings and staffing capacity in excess of demand.
- Lack of in depth understanding of aspirations and needs of people using the service now and in the future.

**Option 3: Review the service to determine the future direction of travel for the My Day, My Life service.**

- The service's future development will be informed by an in depth understanding of the aspirations and needs of people using the service now and, in the future,
- The service and its resources can be re- aligned to the needs of the people its supports both now and in the future
- A review may cause some anxiety amongst people who may worry it signals change.
- Build upon the success achieved so far and further advance the delivery of person centred and bespoke support

The evaluation and review process:

**Option A: Internally led evaluation and review.**

- Review would be undertaken by officers of the service with no additional costs.
- Does not bring an impartial and objectively led process
- Capacity lacking to undertake the review which would hamper pace and focus of the review.
- Missed opportunity for the review to benefit from the expertise of an experienced reviewer skilled in meaningful engagement and co-production.

**Option B: Peer review led evaluation and review.**

- Potential benefits in terms of learning from another local authority's best practice.
- Costs could be lower than commissioning an independent review.
- It is unlikely that a peer review would be able to take forward the level of co-production that we are seeking.

**Option C : Commission an independent review led evaluation and review.**

- Use of independent reviewer will bring benefits in terms of objectivity, pace and focus, expertise.
- Opportunity to benefit from best practice of other local authorities' provision.
- The necessary skills and experience to ensure meaningful engagement with the people currently supported by the service.
- Will incur additional financial costs anticipated up to £27,750

## **6. EVALUATION CRITERIA**

The review project will be evaluated in the following ways:

- Successful engagement of an independent reviewer.
- Meeting project milestones.
- Meaningful engagement with people who receive support
- Successful completion of a report describing opportunities for the future and changes required to future proof the service.
- The equality, diversity and inclusion needs of those using and potentially using the service will be considered and will inform the recommendations.
- The views of people who use or may potentially use the service will inform the future development of the service.
- People are able to have opportunities to experience a fulfilled life by joining in community activity. Decisions will be citizen-led.
- People have greater participation in their community and wherever possible, people are supported into mainstream, rather than disability specific opportunities within the community. A genuine and active participant in life with the ability to make a contribution
- People will have real participation in activity, not observing or low level access such as talking to someone.
- A clear understanding of the My Day My Life staffing needs moving forward.

## **7. REASONS:**

The ongoing development of the My Day, My Life service has resulted in a far more individual led and community-based service. A change in service demand, individual need and staffing level, alongside opportunities afforded by the pandemic to trial a building-less service has provided the ideal opportunity to carry out a whole service evaluation to ensure the service meets current and future demands.

The engagement of an independent reviewer will ensure the review is viewed as impartial and is driven by objective evaluation, consultation, and engagement, focussed on delivering best outcomes for people. It would also ensure that the person carrying out the review had strong skills in engagement and consultation with individuals with complex needs. This is key to the success of the review, skills, and expertise in engagement with people with complex communications is unique and specialist but equally crucial to shaping a service that meet the needs and aspirations of the whole population of people with learning disabilities in Monmouthshire.

## **8. RESOURCE IMPLICATIONS:**

The anticipated cost of the review is £27,750, this can be funded with existing resources.

The costs associated with the review was not included in the budget allocation for this year as it is an emergent piece of work. However the cost of the review can be accommodated within this year's budget allocation due to operational delivery being below its allocated level; due to the

current demand for service provision. This has resulted in less resources being used and the availability of funds to cover the review cost.

## **9. CONSULTEES:**

- Tyrone Stokes SCH Finance Manager
- My Day, My Life Review Project Group
- Cabinet Members
- Councillor Mary Ann Brocklesby Leader
- Councillor Sara Burch Cabinet Member for Inclusive and Active Communities
- Councillor Catherine Fookes Cabinet Member for Equalities and Engagement
- Councillor Rachel Garrick Cabinet Member for Resources
- Councillor Paul Griffiths Cabinet Member for a Sustainable Economy and Deputy Leader
- Councillor Martyn Groucutt Cabinet Member for Education
- Councillor Catrin Maby Cabinet Member for Climate Change and the Environment
- Councillor Tudor Thomas Cabinet Member for Social Care, Safeguarding and Accessible Health Services
- Paul Matthews Chief Executive Officer
- Peter Davies Deputy Chief Executive Officer and Chief Officer Resources
- Will McLean Chief Officer Children and Young People
- Francis O'Brien Chief Officer Enterprise
- Jane Rodgers, Chief Officer Social Care, Safeguarding and Health
- Matthew Phillips Chief Officer People and Governance

Amendments made to the report following consultation comments:

### a) Section 1 Recommendations:

This section has been amended to include two separate recommendations; one relating to the evaluation and review, and the second relating to by whom the review is undertaken.

### b) Section 3 Key Issues:

This section has been amended to include:

- the strategic drivers influencing the review
- Clarifying the different arrangements for the delivery of My Day My Life Services e.g. those delivered directly by the Council and those delivered by Mencap via contractual arrangement.
- Clarification of the use of a tendering process to procure the independent reviewer via Sell2Wales.

c) Section 5 Options Appraisal:

The section has been amended to include an appraisal of the options available regarding how the review is undertaken including, independent reviewer, peer review, internal review etc.

d) Section 6 Evaluation Criteria:

This section has been amended, including criteria relating the equality, diversity and inclusion needs of people.

e) Section 8 Resource Implications:

This section has been amended to clarify the costs of the review were not identified as an additional cost within the budget build for 2022/23 as it is an emergent piece of work. Confirmation of the availability of resources within the current budget and the reasons.

f) Section 10 Background Papers

The project brief will be amended to:

- Explicitly require the reviewer to understand and take into account the equality, diversity and inclusion needs of both the people currently using the service and potential future users.
- Include benchmarking information and examples of good/best practice from other Councils' provision.
- Further clarify the expectation, desired outcomes and outputs of needed necessary to ensure successful co-production of the review and subsequent recommendations.
- To identify any unintended consequences positive or negative and the implications for the service going forward of the decisions made during Covid.

**10. BACKGROUND PAPERS:**

- Draft My Day, My Life Project Brief – Appendix 1 (further amendments as per section 9 to be made post decision)
- Integrated Impact Assessment – Appendix 2

**11. AUTHOR:** Nicola Venus-Balgobin, Contracts Manager – Social Care

**12. CONTACT DETAILS:**

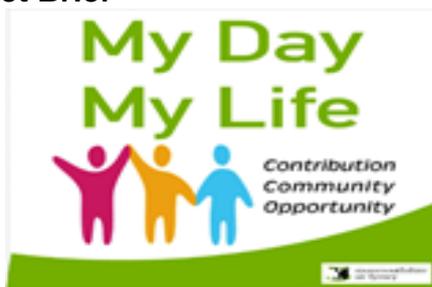
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## Appendix 1

### My Day, My Life Review: Project Brief



#### 1. Purpose

Monmouthshire County Council is seeking the services of an experienced consultant/s in the field of Social Care and Disability services to undertake a detailed review of the council's My Day, My Life Service (support for people with learning disabilities).

The review will need to incorporate detailed analysis of the current service, to include extensive, specialist and bespoke stakeholder engagement with people who currently use the service, people who may use the service in the future, families/carers, staff team and other key internal and external stakeholders. The review will also need to scope out external community-based services and opportunities and look at how these could be utilised and woven into future plans for My Day, My Life. The review will have a strong emphasis on coproduction, collaboration, and innovation.

The commissioned work will need to take account of distance travelled pre-pandemic, impact of Covid-19 pandemic, current position, stakeholder views and future opportunities. The review will need to take account and propose solutions for people whose needs are more complex and may require a more specialist approach.

#### 2. Introduction/Background

In 2014 in Monmouthshire, we began the development of a new approach to how we support people with learning disabilities. My Day, My Life is a strength-based approach that seeks to enable people with a learning disability to develop and pursue their individual aspirations within every day, community settings supported by their own networks. This approach has been followed ever since to transform the previous traditional, building based day service.

The Council's Individual Support Service (ISS) heavily informed the development of the My Day, My Life ethos. The ISS has been in operation for many years and is a bespoke support service for people, providing individually tailored support. It is community and strengths based, working with people to support them to live their lives the way that matters to them. Often time limited and outcome focussed.

The My Day, My Life ethos is underpinned by a set of principles:

There will be opportunities for individuals to experience a fulfilled life by joining in community activity. Decisions will be citizen-led.

This is about real participation in activity, not observing or low level access such as talking to someone. This is about becoming a genuine and active participant in life with the ability to make a contribution.

Wherever possible, people are supported into mainstream, rather than disability specific opportunities within the community.

People are offered individual and bespoke support to access opportunities. This is about working with people's strengths not needs.

People are encouraged to develop in the activities in which they participate and become increasingly independent.

There will be active and continuous engagement with the people who love and care for the individual most.

Serious effort will be invested to guarantee a significant community response.

There will be a need for a base (Hub) within the community where people are able to go for peer support and which acts as safety net.

### What does My Day, My Life encompass?

The My Day, My Life approach has been adopted across the Council's in-house day time services for people with learning disabilities and those its commissions from its partner (in the South of the County).

The in-house My Day, My Life suite of support comprises:

- The Hub in Abergavenny (Formally Ty'r Fenni and Office Services)
- Green Fingers – gardening enterprise in Abergavenny
- The Over Monnow Hub in Monmouth
- The Monnow Vale Hub in Monmouth

The paper focuses on the development to date of My day, My Life within the Council's in-house services.

### What has My Day, My Life achieved?

It is fair to say that My Day, My Life transformation and implementation has been challenging and at regular junctures we have reviewed progress and re-focused efforts.

Whilst all have signed up readily to the principles, we have often struggled to move from principle to practice. The lightbulb moment came when we realised that our 'project planned', top-down process needed to be replaced by a way of working that put an onus on the frontline and set about a journey that supported one person at a time on their personal journey. We had to understand that this was transformation not overnight structural change.

By March 2020, overall this approach was seeing real results with an ever-growing move away from traditional building-based model of support:

- More and more people had fully embarked upon the My Day, My Life process, some no longer accessing services/support.
- Others were being supported to access community-based opportunities rather than being offered a traditional day service.
- Building based activities were being led predominately by people's choice.
- More people experiencing a very different community-based support offering. Examples of such opportunities include Yam Jams music workshop, swimming, Touch Trust, yoga, Abergavenny Tea Dance, cinema, bowling, drumming and other sports opportunities.
- In Abergavenny the Hub was closed two days a week.
- The two Monmouth Hubs often amalgamated their services.

### What has happened since March 2020?

At the outset of the pandemic, we developed an approach that first and foremost put the safety of the people we supported, their families and staff at the forefront. In summary:

- All My Day, My Life buildings were temporarily closed with the onset of pandemic in March 2020. (Abergavenny Hub, Green Fingers, Over Monnow Hub and Monnow vale)
- Support was offered on a priority basis and delivered in a bespoke way, close to home, mirroring My Day, My Life principles.
- People living in supported living or residential homes now enjoying bespoke activities of their choice supported by a consistent and familiar care staff who support them at home and in their local community.
- My Day, My Life and Individual Support Service (ISS) staff were treated as a flexible pool and were drawn upon to provide the bespoke support required.
- Where COVID regulations have permitted, we have begun to introduce more collective opportunities based in communities, e.g. Growing Spaces at Mardy Park.
- People have begun to take part in more community-based offerings as they have returned e.g. Dance Blast, Tea dances, meeting up with friends for lunch etc. Taster sessions have been put on by MDML using community venues.
- A much-reduced demand for support

### Where are we now?

As we come out of the pandemic, some substantial changes are clear:

- A significant reduction in the number of people receiving/needing support
- A surplus of staffing resources to meet support needs.

The significant difference between contracted staff hours and required support hours plus the opportunity presented by two years of positive community-based services, present a timely opportunity to review the service and determine the continued direction of travel for My Day, My Life going forward.

### **3. Requirements**

The consultant will be required to project manage the review and to carry out stakeholder engagement activities. Whilst the consultant will manage and oversee the project as a whole; outputs, options and stakeholder identification will be a collaboration between an internal project board and the appointed consultant.

This review will look to answer the following key questions:

- How should My Day, My Life continue to develop post pandemic?
- Can the individual, bespoke community-based approach be sustained without the use of My Day, My Life buildings?
- What opportunities exist for community based/run hubs which My Day, My Life could utilise?
- What do the people who use My Day, My Life and their families want/need in the future?
- What do the people who may need My Day, My Life in the future want/need in the future? Including (but not exclusively) young people in transition (14+) who will have aspirations for the future that should be considered in future service design.
- What is the optimum number of support hours we should be planning for, i.e. what is the likely longer-term demand?
- What staffing model do we need to deliver this? How does this dovetail with ISS which is already offering the MDML flexible approach?

This review will require significant stakeholder management and engagement expertise, with an awareness of multiple engagement approaches including creative and innovative ways to engage with people without formal communication methods or with complex needs.

The final project plan would be finalised with the consultant following successful tender, however consultant activities should include, as a minimum:

- Working in partnership with the internal project board to identify and map out all key internal stakeholders.
- In depth stakeholder engagement including (but not limited to) people who currently use the service, people who may use the service in the future (including young people 14+ who will transition to adult services), families and carers, existing staff team and other key internal and external stakeholders.
- Detailed review of local community-based opportunities and services, to identify further options for linking and supporting people in their local communities.
- Project management of the review process including, organising, and leading at least monthly (more regularly at key times) project management and update meetings
- Working closely with internal project board in a collaborative and coproductive way to ensure success of the review
- A detailed draft report on findings of the review including options for the future of the service.
- Presentation of draft report to internal project board, and key internal and external stakeholders for final comment.
- Finalise detailed report incorporating any final comments from stakeholders.

#### 4. Outputs

The final output will be in the form of a well presented, legible and clearly formatted document that reports on the findings of the activities referred to above. The report will need to also be made available in an easy read format.

#### 5. Timescales

Invitation to submit	12 <sup>th</sup> September 2022
Deadline for submission	10 <sup>th</sup> October 2022
Selection Panel	Week beginning 17 <sup>th</sup> October 2022
Successful applicant informed	21 <sup>st</sup> October 2022
Project Start Up Meeting	Week beginning 24 <sup>th</sup> October 2022
Stakeholder Consultation	24 <sup>th</sup> October – 23 <sup>rd</sup> December 2022
Ongoing monthly (or more regular when needed) project board meetings	Ongoing

Scope out wider community options and opportunities for collaborative and co-productive working	24 <sup>th</sup> October – 23 <sup>rd</sup> December 2022
Draft Report	3 <sup>rd</sup> – 16 <sup>th</sup> January 2023
Present Draft Report to Internal Project Board	Week beginning 16 <sup>th</sup> January 2023
Present Report to Key internal and external stakeholder (e.g. staff and users of the service and their families) for final comment	23 <sup>rd</sup> January – 3 <sup>rd</sup> February 2023
Finalise Report	By February 24 <sup>th</sup> 2023

## 6. Budget

The maximum budget available to this project is £27,750

It is envisaged this project will require approximately 37 days of work including all project meetings, report writing, scoping of future need and community opportunities. The focus of a good proportion these days should be on engagement with staff, key stakeholder and in particularly targeted engagement (which may often be one to one) with individuals who use the existing service.

The Council will consider any bids in the region of, but not exceeding the maximum budget. Any bids over this amount will be rejected.

All tender responses must be **inclusive** of fees associated with the commission ie costs of report production, accommodation, mileage etc

## 7. Terms

The terms will be MCC's Standard Terms and Conditions for the appointment of professional services.

## 8. Insurances

The client standard requirements for commissions are

- Public indemnity - £1m
- Employer Insurances - £5m (if applicable to the company)
- Professional Liability - £5m

If you do not have this cover currently in place the client will consider tenders that agree to implement these requirements if successful.

## 9. Supplier Response

To quote for this commission, a response in the form of a Method Statement of no longer than 3 sides of A4 (excluding curriculum vitae) is to be submitted to Monmouthshire County Council. All applicants will be invited to present their submission during week beginning 22<sup>nd</sup> August 2022.

The Method Statement should be based on your knowledge and experience of the requirements detailed above and should outline your proposed approach for undertaking the commission.

The Council will only consider all quotations submitted through sell2wales by the closing date and time of

- **5pm on Thursday 18<sup>th</sup> August 2022.**

Your complete tender should include:

- Your bid amount for undertaking the Commission, this should be a fixed fee amount but including a breakdown of hours and hourly rates of those in your team

- Your Method Statement
- Curriculum Vitae(s) of all those in your team
- Two references or testimonials/ pen portraits/copies of relevant work undertaken
- Details of Insurances, or commitment to have in place if successful.
- Example of a similar commission (max 1)

## 10. Scoring Method and Evaluation Criteria

Quotes will be evaluated according to the following criteria:

Evaluation Criteria	Weighting
A sound appreciation of the brief, the rationale underlying it, and the means of achieving it: <ul style="list-style-type: none"> <li>• Comprehensive and clear methodology/ approach</li> <li>• A clear understanding of the brief</li> </ul>	20%
Extensive experience of stakeholder engagement and management in particular: <ul style="list-style-type: none"> <li>• On emotive and emotional topics; including for staff and families</li> <li>• Successfully engaging with people without formal communication methods or with complex needs</li> </ul>	30%
Experience of commissions or work of a similar nature, considering the knowledge and experience requirements previously cited: <ul style="list-style-type: none"> <li>• Experience of service development, in relation to disability services and innovative person centred service design</li> <li>• Experience of strengths based and community engaged service development for people with learning disabilities</li> <li>• Experience of working with people with learning disabilities and their families</li> <li>• Project management experience</li> <li>• Report writing and options appraisals</li> </ul>	30%
Value for money assessment (10% fixed price, 10% hourly rate)	20%

Quality will be evaluated in accordance with the scoring methodology detailed below;

Score	Criteria
0	Fails to provide any information
1	Information inadequate or shows significant indications that tenderer lacks ability /expertise / resources / structures to deliver service required. Poor response.
3	Information adequate - meets standard in most aspects with some minor omissions. Satisfactory response.
5	Information complete and sufficient to indicate that tenderer is fully capable of achieving the required standard of service delivery. Meets standard exactly as specified. Excellent response.

## 10. Payment

Unless otherwise agreed. Payments are to be made, by BAC's, as follows:

- Issue of Draft – 50% of Fee
- Final Issue - 50% of Fee

## 11. Contact

All questions or queries regarding the requirements should be conducted using the messaging facility linked to the notification on sell2wales. The Council will respond to all questions received before noon on DATE TO BE ADDED.