

**NEATH PORT TALBOT COUNTY BOROUGH COUNCIL
SOCIAL CARE HEALTH & WELL-BEING CABINET BOARD
8th November 2018**

**REPORT OF THE HEAD OF COMMISSIONING, SUPPORT and
DIRECT SERVICES – Angela Thomas**

Matter for Decision

Wards Affected: All Wards

Report Title:

**Proposed remodel and relocation of Complex Needs Day
Services**

1. Purpose of the Report

This report is to seek members' approval to enter into a formal 45 day public consultation regarding a proposed remodel and relocation of our current Complex Needs Day Services; Abbeyview, Brynamlwg and Trem-Y-Mor.

2. Executive Summary

Complex Needs day services are for those with significant and profound physical, sensory, cognitive, behavioural and health needs. The services are pan disability in nature, although the majority of support is still provided to those with significant learning disabilities. The services are operational Monday to Friday from 8am until 5pm. Eligibility for service; over 18 years of age and residing within the Neath and Port Talbot Borough.

The services currently support 67 individuals across the three distinct sites at a cost of just over 1.6 million per annum. In addition the Environment Directorate spends a further 500k per annum transporting people to and from services. These are the most costly services within the internal service portfolio.

3. Buildings

- Abbeyview – Based on an industrial estate in Neath Abbey and provides up to 20 placements per day
- Brynamlwg – Part of the Rhodes House complex providing up to 22 placements per day
- Trem-Y-Mor Day Service – Accessing parts of the overall Trem-Y-Mor facility offering up to 30 placements per day.

4. Catchment based

The original “Special Needs” model of support was established in the 1980’s with “pump priming” via the All Wales Strategy. It was based on catchment areas. At this point services were in the following locations.

London Road – subsequently relocated to Abbeyview which at that point increased capacity and significantly enhanced space and facilities. Serving Neath, Briton Ferry, Cimla, Swansea Valley.

Skewen – subsequently moved to Cadoxton and finally to Trem-Y-Mor both designed to address capacity and environmental issues. Serving Neath and Neath Valley

Rhodes House – now Brynamlwg – a significant refit and refurbishment was undertaken approximately 12 years ago again to address capacity and environmental issues. Serving Port Talbot and surrounding areas including the Upper Afan Valley.

Since the move of Cadoxton to Trem-Y-Mor the catchment based model of support has become a moot point. People are travelling from the Upper Neath and Swansea Valleys to Port Talbot to receive their service.

It is worth noting that the pattern in relation to services is bigger buildings, and larger staff teams. The model itself has never been fully reviewed.

5. Combinations of people

Functioning on a catchment basis has led to inappropriate combinations of people within buildings. This means someone

with significant behavioural support needs can be in the same building as someone with exceptionally frail health support need such as gastronomy requirements, who may have a total dependency on staff for all aspects of their daily life. This can prove challenging to manage on a day to day basis both for frontline teams and managers.

6. The proposal

To have specialist services that deliver targeted types of support to specific groups of people:

- Autism – we do not have an arm of service that delivers this type of support and this is currently commissioned externally
- Health care – this group are currently dispersed across the services
- Complex generic – for those with significant need but who do not align to the above groups

To review the current complex needs sites in view of a specialist model of support. It is suggested that the following buildings could be used:

- Rhodes House – This could provide both the site for autism and healthcare specialism. The site is fully equipped and environmentally appropriate to support these groups of individuals. In addition this, is where it is anticipated that Health teams will have the highest level of engagement. Making it easier for both parties to provide targeted resources and support.
- Trem-Y-Mor – This could provide the service to the complex generic group. This will include merging the current respite and day teams. This would also offer a Monday to Friday 8am to 5pm service.

To achieve this all current cases across the complex needs area will be assessed and aligned to services that most meet their personal needs and outcomes. This will be undertaken by day

service teams who know individuals and family members. There will be no reductions in service but possible relocations.

7. Financial Impact

See appendix 5 full financial summary from Social Services Budget Officer

Internal service associated delivery costs

Social Services funding per annum £1,613,770

Environment spend per annum £486,347

Health Spend per annum £ 172,980

Daily individual placement cost £150 (*This is an average placement cost, as each service varies slightly in staffing, building requirements etc.*)

The reconfiguration will be within existing budgets, with current budgets of Abbeyview being transferred to meet the costs of the Rhodes House building which is currently empty, we will however seek to make savings wherever possible

8. Equality Impact Assessment

An Equality Impact screening Assessment on the proposed changes to Complex Needs day services has been undertaken to assist the Council in discharging its Public Sector Equality Duty under the Equality Act 2010. An overview of the EIA has been included in this report. It is essential that Members read the Equality Impact Assessment, which is attached to the report at *Appendix 1*, for the purposes of the meeting.

There would be changes for individuals currently accessing the service which are as follows:

People we support and carers

May have their service delivered from a different site to currently dependant on their assessed need

Frontline teams

Will experience changes in where they work and with the group of people they work with.

9. Workforce Impacts

There are no post deletions suggested in this proposal rather a redeployment for staff within their existing pay grades. Staff will undertake the same type of work but possibly in different locations.

This would mean a formal Management of Change with staff teams. People will be asked to express an interest in posts and will be slotted and matched based upon the following: preference (where possible) gender, skill mix and, numbers of staff required within the services.

The Complex needs services employ 65 staff ranging from G1 domestic staff through to G9 and 10 Service and Registered Managers. Specific events would be provided to these team during the formal consultation process. All staff will be alerted to the formal feedback option available via the NPT website.

10. Legal Impacts

There are no notable legal impacts.

11. Risk Management

As this document seeks approval for a consultation period only there are no notable impacts.

12. Consultation

This report seeks members' approval to enter into a full 45 day public consultation involving all stakeholders.

13. Recommendations

That members approve a formal 45 day public consultation period in relation to the current and future model of service delivery and locations of the Complex Needs Day Services.

14. Reasons for Proposed Decision

- a) To develop services in line with peoples specific requirements both current and future
- b) To improve and enhance the quality of service delivery

c) To develop sustainable services with clear pathways

15. Implementation of Decision

The decision is proposed for implementation after the three day call in period.

Appendices

No.	Appendix detail
1	Equality Impact Assessment
2	Financial summary
3	Communications and Engagement plan

List of Background Papers

Officer Contact

Name: Lisa Livingstone

Position: Principal Officer – Direct Services & Direct Payments NPT

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Appendix 1

Equality Impact Assessment (EIA) Report Form

This form should be completed for each Equality Impact Assessment on a new or existing function, a reduction or closure of service, any policy, procedure, strategy, plan or project which has been screened and found relevant to Equality and Diversity.

Please refer to the 'Equality Impact Assessment Guidance' while completing this form. If you would like further guidance please contact the Corporate Strategy Team or your directorate Heads of Service Equality Champion.

Where do you work?
Service Area: Direct Services – Complex Needs Day Services
Directorate: Social Services Health and Housing

(a) This EIA is being completed for a...

Service/ Function <input type="checkbox"/>	Policy/ Procedure <input type="checkbox"/>	Project <input type="checkbox"/>	Strategy <input type="checkbox"/>	Plan <input type="checkbox"/>	Proposal <input checked="" type="checkbox"/>
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(b) Please name and describe below...

45 day Public Consultation on: Proposed remodel and relocation of current complex needs day services. Abbeyview, Brynamlwg, Trem-Y-Mor.

(c) It was initially screened for relevance to Equality and Diversity on 11/05/2018

(d) It was found to be relevant to...

Age	<input checked="" type="checkbox"/>	Race.....	<input type="checkbox"/>
Disability	<input checked="" type="checkbox"/>	Religion or belief	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	Sex.....	<input type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	Sexual orientation	<input type="checkbox"/>
Pregnancy and maternity.....	<input type="checkbox"/>	Welsh language	<input type="checkbox"/>

(e) Lead Officer

Name: Lisa Livingstone

Job title: Principal Officer Direct Services

Date: 26.10.18

(f) Approved by Head of Service

Name: Angela Thomas

Date: 26.10.18

Section 1 – Aims (See guidance):

Briefly describe the aims of the function, service, policy, procedure, strategy, plan, proposal or project:

What are the aims?

- To develop services in line with peoples specific requirements both current and future
- To improve and enhance the quality of service delivery

Who has responsibility?

- Angela Thomas – Head of Service
- Lisa Livingstone – Principal Officer Direct Services

Who are the stakeholders?

- People we support & advocacy services
- Family members and informal carers
- Ategi placements & carers
- Supported Living & residential care providers – Community Lives Consortium/Walsingham /Drive/Gwalia
- Environment Directorate – Transport
- Estates Department
- Social Work & Integrated health teams
- Local Councillors
- Staff teams
- Trade Unions

Section 2 - Information about Service Users (See guidance):

Please tick what information you know about your service users and provide details / evidence of how this information is collected.

- | | | | |
|------------------------------------|-------------------------------------|--------------------------|--------------------------|
| Age | <input checked="" type="checkbox"/> | Race..... | <input type="checkbox"/> |
| Disability | <input checked="" type="checkbox"/> | Religion or belief | <input type="checkbox"/> |
| Gender reassignment | <input type="checkbox"/> | Sex..... | <input type="checkbox"/> |
| Marriage & civil partnership | <input type="checkbox"/> | Sexual orientation | <input type="checkbox"/> |
| Pregnancy and maternity..... | <input type="checkbox"/> | Welsh language | <input type="checkbox"/> |

What information do you know about your service users and how is this information collected?

- Accommodation and living circumstances –

Direct Services monthly key performance indicators

Oracle system

Contracts and commissioning

- Individual health support requirements – physiotherapy, Speech and language, eating and drinking, behaviour management plans, administration of emergency rescue medication such as buccal midazolam, pressure management, skin integrity, suction and gastronomy support.

Direct Services monthly key performance indicators

Individual management plans/ risk assessments/ case recordings/ Individual Service Agreements

Oracle system

- Current access to Social Services assisted transport

Direct Services monthly key performance

- Social work assessments and reviews

Direct Services monthly key performance

Oracle system

- Cases that currently receive continuing healthcare financial support

Budget Officer – individual delegated budgets

Any Actions Required?

This group of people have the most profound and significant needs within current internal service provision. In order for them to have their views fully represented during a consultation period it will be essential to:

- Listen to family members, carers and frontline staff as they represent on behalf of those they know.

Section 3 - Impact on Protected Characteristics (See guidance):

Please consider the possible impact on the different protected characteristics. This could be based on service user information, data, consultation and research or professional experience (e.g. comments and complaints).

	Positive	Negative	Neutral	Needs further investigation
Age	➔ <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	➔ <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	➔ <input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	➔ <input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	➔ <input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Race	➔ <input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Religion or belief	➔ <input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sex	➔ <input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sexual orientation	➔ <input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Welsh language	➔ <input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Thinking about your answers above, please explain in detail why this is the case including details of any consultation (and/or other information) which has been undertaken to support your view

The proposal outlines a model of support that delivers citizen centred services designed to meet specific needs.

Transition – Managing future demand

The total number of known school leavers who may enter our services over the next few years up until 2021 is 20 individuals.

Combinations of people

Functioning on a catchment basis has led to inappropriate combinations of people within buildings. This means someone with significant behavioural support needs can be in the same building as someone with exceptionally frail health support need such as gastronomy requirements, who may have a total dependency on staff for all aspects of their daily life. This can prove challenging to manage on a day to day basis both for frontline teams and managers.

Supported living

20 people accessing the current complex needs day services are residing in supported living or residential care situations. By this we mean specialist authority commissioned accommodation. These people often access 5 day placements and utilise a third of the capacity across the services.

Health care support across the services

Over the past 10 to 12 years all complex needs provisions have witnessed changes in the level and types of support provided.

Our services are now seeing people transitioning from school who previously may not have reached adulthood due to the complexity of their needs. The people that we support are living longer with increasingly complex support requirements.

Frontline teams

People will be asked to express an interest in posts across the area and will be slotted and matched based upon the following: preference (where possible) gender, skill mix and, numbers of staff required within the services.

The Complex needs services employ 65 staff ranging from G1 domestic staff through to G9 and 10 Service and Registered Managers. Specific events would be provided to these team during the formal consultation process. All staff will be alerted to the formal feedback option available via the

NPT website.
<p>What consultation and engagement has been undertaken (e.g. with the public and/or members of protected groups) to support your view?</p> <p>This EIA relates to proposal which has yet to be consulted upon. Subsequent reports will reflect on this period of consultation.</p>
<p>Any actions required (to mitigate adverse impact or to address identified gaps in knowledge)</p>

Section 4 - Other Impacts:

Please consider how the initiative might address the following issues.

You could base this on service user information, data, consultation and research or professional experience (e.g. comments and complaints).

Foster good relations between different groups	Advance equality of opportunity between different groups
Elimination of discrimination, harassment and victimisation	Reduction of social exclusion and poverty

(Please see guidance for definitions)

Please explain any possible impact on each of the above.

Foster good relations between different groups

Those with similar needs and commonalities will be placed together encouraging more shared group activities.

Those with more moderate needs will be actively accessing community based facilities more often.

Families and unpaid carers would be supported to continue to their daily lives whilst their family member attended service.

Elimination of discrimination, harassment and victimisation

Creating an autism specific service will enable future and current users to receive highly specialised support. This is currently unavailable internally.

Advance equality of opportunity between different groups

Creating a needs led model will ensure that opportunity is more targeted to specific groups of people ie: complex healthcare requirements.

Reduction of social exclusion and poverty

Many of the people we currently work with find social inclusion difficult for many reasons. Behaviour, level of disability, anxiety etc. This proposal seeks to provide intensive and specialised support in identified buildings according to individual requirements.

Those with a more moderate level of need will see a service that has a more active community presence that currently. Emphasis will be placed on people accessing naturally occurring community resources with sufficient levels of staff support. Visibility in communities will assist in creating more positive images of people with disabilities.

What work have you already done to improve any of the above?

Is the initiative likely to impact on Community Cohesion?

There will be a limited impact on overall community cohesion as many of this group require very bespoke approaches to their care and support this includes specific environmental adaptations which are not easy to locate or create within community settings.

How will the initiative treat the Welsh language in the same way as the English language?

- Assessments would be offered in welsh or English
- Consultation information should be bi-lingual

Actions (to mitigate adverse impact or to address identified gaps in knowledge).

None at present

Section 5 – Post Consultation

Please explain the impact of the consultation process on the issues stated above.

Not applicable as this EIA is relevant to seeking permission to consult on a proposal

Section 6 - Monitoring arrangements:

Please explain the arrangements in place (or those which will be put in place) to monitor this function, service, policy, procedure, strategy, plan or project:

Monitoring arrangements:

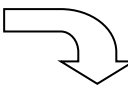
See action plan attached

Actions:

As above

Section 7 – Outcomes:

Having completed sections 1-5, please indicate which of the outcomes listed below applies to your initiative (refer to guidance for further information on this section).

- Outcome 1: Continue the initiative...
 - Outcome 2: Adjust the initiative...
 - Outcome 3: Justify the initiative...
 - Outcome 4: Stop and remove the initiative...
- 



Section 8 - Publication arrangements:

On completion, please contact the Corporate Strategy Team for advice on the legal requirement to publish the findings of EIAs.

Action Plan:

Objective - What are we going to do and why?	Who will be responsible for seeing it is done?	When will it be done by?	Outcome - How will we know we have achieved our objective?	Progress
<p>Communication & media</p> <ul style="list-style-type: none"> • Develop consultation materials (bi-lingual) • Create consultation portal • Media messages to the local press and our website • Analysing consultation responses 	<ul style="list-style-type: none"> • Lisa Livingstone – Operational Manager • Anita Thomas – corporate comms 		<ul style="list-style-type: none"> • Material is written and published • Consultation portal is ready 	
<p>Business support</p> <ul style="list-style-type: none"> • Dedicated lead business admin support • Formal signing in/out contact sheets at all events • Formal minute taking at all events • Distributing information from meetings to carers and others involved • Booking required venues and refreshments for consultation events 	<ul style="list-style-type: none"> • Lisa Livingstone – Operational Manager • Rob Hopkins – business support manager 		<ul style="list-style-type: none"> • Consultation venues are booked • Admin support for each event is identified • Initial consultation information is distributed to stakeholders • Creation of consultation timetable of events 	
<p>Estates/IT</p> <ul style="list-style-type: none"> • Discussion re: proposed use of building at Rhodes and potential access or use of Abbeyview building 	<ul style="list-style-type: none"> • Lisa Livingstone – Operational Manager • Simon Brennan HOS 		<ul style="list-style-type: none"> • Identify what if any equipment/building amendments are required in Rhodes House • Identify what if any 	

			<p>equipment will need to relocating from Abbeyview to any of the Complex Needs buildings</p> <ul style="list-style-type: none"> Identify IT requirements for Rhodes House 	
<p>Deliver consultation</p> <ul style="list-style-type: none"> Please see communication and engagement plan 	<ul style="list-style-type: none"> Lisa Livingstone – Operational Manager 		<ul style="list-style-type: none"> Deliver consultation as per plan. 	

* Please remember to be 'SMART' when completing your action plan.

Appendix 2 – Financial Appraisal

	Budget 18/19				
	Brynamlwg	Abbeyview	Total Brynamlwg and Abbeyview	Combined Service	Assumptions
Total Salary Costs	607,230	474,640	1,081,870	1,081,870	Staffing will remain the same
Building Maint.	1,480	620	2,100	2,100	
Security Patrols	600	250	850	600	Keyholding Abbeyview no longer required
Security Alarms	680		680	680	
Electricity	5,440	2,920	8,360	8,360	Half building is currently unused so will require full budgets
Gas	6,480	2,750	9,230	9,230	Half building is currently unused so will require full budgets
Non Domestic Rates	-	1,910	1,910	-	Assumes whole building will be treated as exempt for NNDR (Brynamlwg is currently exempt)
Rent		16,000	16,000	-	
Water	3,410	1,780	5,190	5,190	Water is based on meter so usage will be consistent to current
Cleaning Materials	1,090	1,050	2,140	2,140	
Cleaning Recharge	690	460	1,150	1,150	
Window Cleaning		80	80	80	
Car Allowances	550	780	1,330	1,330	

External Transport		7,340	7,340	7,340	May change due to different route
General Materials	2,700	1,740	4,440	4,440	
Furniture - Purchase	970	970	1,940	1,940	
General Provisions	11,880	8,630	20,510	20,510	
Stationery	280	270	550	550	
Photocopier Rental	1,110	1,220	2,330	1,110	should only require 1 photocopier
Waste Disposal	1,740	900	2,640	2,640	
Telephones	1,120	450	1,570	1,570	
Postages	100	100	200	200	
Mobile Phones	290	-	290	290	
Training Expenses	3,030	2,900	5,930	5,930	
T.V. Licence	150	150	300	150	
Fire Safety Recharge	150	80	230	230	
Pest Control	250		250	250	
Trade Refuse	1,890	810	2,700	2,700	
Staff Meals	-	- 350	- 350	- 350	
Meals & Refreshments	- 10,680	- 9,400	- 20,080	- 20,080	
Contribution from Health	- 76,900	- 30,740	- 107,640	- 107,640	
NET BUDGET (Social Services)	565,730	488,310	1,054,040	1,034,510	
Environment Transport Recharge (based on 17/18 budget)	142,524	167,934	310,458	310,458	May change due to different routes

	Budget 18/19		
	Brynamlwg	Abbeyview	Trem y Mor (included in Respite service from 18/19)
Total Salary Costs	607,230	474,640	610,800
Building Maint.	1,480	620	470
Security Patrols	600	250	
Security Alarms	680		
Electricity	5,440	2,920	2,670
Gas	6,480	2,750	1,620
Non Domestic Rates	-	1,910	3,230
Rent		16,000	
Water	3,410	1,780	1,400
Cleaning Materials	1,090	1,050	900
Cleaning Recharge	690	460	
Window Cleaning		80	

Car Allowances	550	780	380
External Transport		7,340	
General Materials	2,700	1,740	1,300
Furniture - Purchase	970	970	970
General Provisions	11,880	8,630	14,200
Stationery	280	270	270
Photocopier Rental	1,110	1,220	410
Waste Disposal	1,740	900	370
Telephones	1,120	450	840
Postages	100	100	70
Mobile Phones	290	-	110
Training Expenses	3,030	2,900	2,390
T.V. Licence	150	150	-
Fire Safety Recharge	150	80	-
Pest Control	250		-
Trade Refuse	1,890	810	-
Client Contribution	-	-	-730
Staff Meals	-	350	780
Meals & Refreshments	10,680	9,400	15,820
Contribution from Health	-	-	-
	76,900	30,740	65,340
NET BUDGET (Social Services)	565,730	488,310	559,730
Environment Transport Recharge (based on 17/18 budget)	142,524	167,934	176,429

Number of staff	25	21	21
F.T.E.	19.59	15.59	19.24
Apprentices	2	2	2

Service Manager	1.00		
Service Coordinator Residential/Day Service Coordinator	1.00	1.00	1.00
Senior Specialist Care Worker	0.81	1.00	
Care Workers (Grade 4)	3.32	3.88	1.97
Care Workers (Grade 5)	11.17	9.03	14.35
Domestic Cleaner		0.27	
Cook	0.54	0.41	0.27
Kitchen Assistant	0.74		0.65
	1.01		
	19.59	15.59	19.24

Appendix 3 - Communication and Engagement plan – Complex Needs proposed remodel

Consultation to take place over a 45 day period

Stakeholders	Discussions & Messages – The why?	Led by	Included	Events – <i>This assumes that there will be a "live" portal for people to feedback on line.</i>	Person Resp.
Family members including Ategi carers	<p>Services that are needs led not catchment based.</p> <p>Proposed sites.</p> <p>A full review and assessment of an individual, their family and support needs.</p> <p>What do we mean by needs led? What do you think of this? What will it mean for you?</p>	PO & OM Direct Services	<p>Social Workers</p> <p>Carers service NPT</p> <p>Family members</p> <p>Local Cllrs</p> <p>Frontline staff</p> <p>Service Managers</p>	<p>1 x initial public consultation events</p> <ul style="list-style-type: none"> • Held at Rhodes House <p>3 x Service Specific meetings</p> <ul style="list-style-type: none"> • Open Q&A sessions • Formal notation & distribution required • Dates and venues to be arranged & confirmed in writing to all carers <p>1 x closure of public consultation events</p> <ul style="list-style-type: none"> • Open Q&A sessions • Formal notation & distribution required • Dates and venues to be arranged & confirmed in writing to all carers <p><i>All minutes will be submitted as part of any future proposal for committee.</i></p>	
Environment - transport	<p>What will needs led mean to current routes and ways of operating?</p>	PO & OM		<p>Driving staff to be included and invited to direct service staff events</p> <p>2 x planning meetings with Transport Managers to review current and potential requirements</p>	

Social Work Teams & integrated health teams	<p>Services that are needs led not catchment based.</p> <p>Proposed sites.</p>	<p>PO & OM Direct Services</p>	<p>Frontline staff</p> <p>Service Managers</p> <p>Comm. Team</p>	<p>1 x presentation and open Q&A event</p> <ul style="list-style-type: none"> • Formal notation & distribution required • Dates and venues to be arranged & confirmed in email to all relevant social workers. <p><i>Social work teams should also provide team representation at all carer and provider events.</i></p> <p><i>All minutes will be submitted as part of any future proposal for committee.</i></p>	
Local Councillors	<p>Services that are needs led not catchment based.</p> <p>Proposed sites</p>	<p>PO & OM Direct Services</p>	<p>Frontline staff</p> <p>Service Managers</p>	<p>1 x presentation and open Q&A event</p> <ul style="list-style-type: none"> • Formal notation & distribution required • Dates and venues to be arranged & confirmed in email to all Local Councillors and elected members. <p><i>All minutes will be submitted as part of any future proposal for committee.</i></p>	
Staff teams & Trade Unions	<p>Services that are needs led not catchment based.</p> <p>Proposed sites.</p> <p>No Job losses.</p> <p>No review of pay grades.</p> <p>Formal Management of</p>	<p>PO & OM Direct Services</p>	<p>Frontline staff</p> <p>Service Managers</p> <p>Trade Unions</p>	<p>1 x presentation and open Q&A event</p> <ul style="list-style-type: none"> • Formal notation & distribution required • Dates and venues to be arranged & confirmed in email to all staff and Trade Unions. <p><i>Minutes will be submitted as part of any future proposal for committee.</i></p>	

	Change process if proposal is accepted			<i>Service representation from frontline staff at all public events is mandatory.</i>	
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Resources required	Actions
Communication & Media Team	<ul style="list-style-type: none"> • Preparation of information leaflets; easy read only, provide a written option to for feedback. • Creating and gathering on line survey information • Designated key person in comms team • Press releases • Advertising public consultation events • Compile all consultation activity into an overview report. Make all consultation documentation easily accessible
Business Support	<ul style="list-style-type: none"> • Designated key Business Officer • Events time table • Booking venues, times, facilities, refreshments etc. • Providing formal minute taking at all events including signing in and email • Create a hardcopy mail list and email list for all to be invited • Mail both hardcopy and electronic for all events and minutes to participants

