



Gloucestershire County Council

Meeting the Challenge 2: Together We Can: Gloucestershire County Council's Draft Strategy 2015-2018

Workshop Report Final

Appendix A

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Summary

Background and Methodology

This report details the findings of the two half-day workshops designed and conducted in partnership with Gloucestershire County Council (GCC) by the market research agency, Enventure Research. The first workshop drew together a cross section of partners and the voluntary sector from across the county. The second was held with the workforce. Both were held on 9 January 2015 at Shire Hall. In total, 94 participants took part in the events, examining Meeting the Challenge 2: Together We Can - Gloucestershire County Council's Draft Strategy 2015-2018.

This research formed part of a wider formal consultation on the forthcoming strategy. Understanding partner, voluntary sector and workforce views about the draft actions and ways they felt they could contribute were the main aims of the research.

This qualitative research is designed to be illustrative, detailed and exploratory, providing insight into perceptions, attitudes and intended behaviours of participants rather than conclusions from a quantifiable sample. With that in mind, the workshops do not allow statistical conclusion to be drawn about the extent to which views are held across the county.

Main Conclusions

GCC can draw the following key findings from the research:

- Participants welcomed the opportunity to comment and contribute to the development of the strategy and in the main, they were in support of the direction on the draft actions within the strategy
- Participants were open to discussions about delivering services differently and suggested a wide range of solutions to the perceived barriers. However, they felt that GCC needs to be clear about the expectations on partners, the voluntary sector and communities in delivering the strategy
- Overall, participants describe the actions and themes within the strategy as wholly achievable. However, in order to build community capacity and encourage 'Active Communities' over the longer-term, participants describe the Council's role in placing greater trust in communities and breaking down the barriers and 'red tape' to securing funding (e.g. lending staff out with financial and project management skills)
- Participants in the partner and voluntary sector groups describe how the Council can make better use of their website to promote 'Active Individuals' and community involvement, with stronger signposting and links to partner, voluntary sector and community group websites
- Echoing the perception of the partner and voluntary groups, workforce participants thought the website was poor from a customer perspective and staff perspective using it for professional purposes
- IT investment to make future savings was a cross cutting theme. Participants want IT to be available, accessible and compatible for the public, service users, staff and partners to facilitate more efficient and cost effective services and working practices
- Participants called for greater definition of what independent living means without overly simplifying things by conflating social and interaction needs with medical care



- In considering helping people back to independence and less reliance on residential and nursing care, participants described how transport and housing needed to be central considerations
- Participants felt that a reduction of those in residential and nursing homes is too simplistic and that there needs to be a greater focus on measuring the long-term success of care in the home versus residential care. Questions were raised about whether this strategic shift will lead to long-term success or a greater burden on specialist care if home care breaks down
- Working with schools and children's centres was highlighted as something the Council needed to do more of. Life skills were seen to be really lacking and it was thought these should be pushed more in schools from an early age. Participants described how schools should be seen as hubs in communities
- The workforce understand the difficult budget situation the Council faces i.e. having to deliver services with a growing demand and decreasing financial settlements from Central Government
- The phrase 'SHS' (a play on NHS) was mentioned by the workforce participants as a Self-Help Service. It was suggested that this kind of branding clearly tried to redefine the customer relationships with the Council with more of an emphasis on what you can do for yourself rather than what the Council can do for you
- The importance of listening to and understanding the community and young people to make sure the Council gets it 'right first time' was stressed by the workforce participants. Over the long-term it was felt that this would lead to efficiencies
- Workforce participants commented that the process of rationalising services had already included job losses across the board, with many people having contracts re-negotiated to reflect broader and additional responsibilities. Investment in the administrative hubs to take the burden away from specialists so they are do the jobs they are best suited (and valued) for were cited as a possible ways forward
- Across the groups, participants described GCC as risk adverse and this was perceived as a barrier. Moving forward there needs to be less of a blame culture and more acceptance of things that are not working as well as they could be
- Moving forward, there is a clear positive intent to work together and a commitment by partners to input into the process of fine-grained action planning. Partners and the voluntary sector welcomed a less prescriptive approach and greater involvement in action planning and moving forward with the strategy. Many felt they were being involved too late in the process. Specifically, they discussed working together and advising on what is needed for their client groups
- Participants felt that the targets within the strategy are too simplistic and arbitrary at present. Participants called for further discussion with delivery partners to form and agree more specific outcome based measures
- There was a strong call for strong partnership thinking, with participants in the voluntary sector groups expressing a desire for GCC to move away from thinking in terms of 'our' strategy as GCC's only, to a more meaningful partnership approach of 'our' strategy to include all partners



Background and Objectives

Gloucestershire County Council (GCC) commissioned Enventure Research to host deliberative events to engage the workforce, partners and the voluntary sector across the county in their strategy development. GCC has already publicised its draft strategy 2015-2018 following a formal consultation process during summer 2014, and the workshops were commissioned to form part of the formal consultation process.

Enventure Research has also conducted focus groups on behalf of GCC during November 2014 to feed into the development of the policies within the strategy.

The concept behind the 2015 Workshops

GCC wished to expand upon all previous findings to explore in more depth the workforce, partner and the voluntary sector feelings about draft actions, with a particular emphasis on more community and voluntary sector control of services.

Key objectives for the 2015 workshops were therefore:

- To understand partner, voluntary sector and workforce views on the strategy and draft actions
- To explore how partners, the voluntary sector and the workforce could contribute to implementing the actions
- To explore the barriers to implementing the draft actions
- To explore the solutions to the barriers identified

GCC wishes to understand differences and similarities in views across a range of partners, voluntary sector organisations and the workforce, including office and non-office based staff.

Methodology

Recruitment and logistics

Two deliberative half-day workshops were held, one for partners and the voluntary sector and one for the workforce. Both were on 9 January 2015 at Shire Hall.

Recruitment for the workshops was conducted by GCC, who invited participants to reflect the wide ranging voluntary and partner sectors and the workforce across the county (see Appendix 1). Statutory partners have been consulted separately. In total 41, participants attended, the Partner and Voluntary Sector Workshop and 53 participants attended, the Workforce Workshop. In addition two participants responded via email directly to the Council, these have been included where appropriate.



Outline of the day/the deliberative model

Following an initial outline of the day, a presentation was given by GCC highlighting the Council’s current position in terms of the budget and draft strategy policies to contextualise the discussions and debates. The remainder of the workshop was designed so that participants would be comfortable in considering the complex issues put before them. Participants were divided throughout the workshop into smaller working groups, allowing for the gathering of detailed views from all participants on the strategy and fostering good group dynamics. Council officers were present and facilitating the workshop, providing additional information and clarification of participants’ queries as they considered the draft actions for service transformation. The policies that were considered included:

- Active Individuals
- Active Communities
- Being There When We’re Needed Most
- Getting People Back to Independence
- Getting Our Own House in Order

The tables below provide an outline of the workshop itinerary. The detailed discussion guides can be found in Appendix 2 and 3.

Partners and Voluntary Sector Workshop	
Timing	Task
9:30-9:45	Arrival <ul style="list-style-type: none"> • Registration and collection of delegate packs • Networking
9:45-9:55	Session 1 - Introduction to the day <ul style="list-style-type: none"> • A warm welcome to the Gloucestershire County Council Partners and Voluntary Sector workshop by Eventure Research • Introduction to the team • What the day will be about • Context – findings from focus groups • Ground rules, health & safety
9:55-10:20	Session 2 – Gloucestershire County Council presentation and Q&A Session <ul style="list-style-type: none"> • Jo Walker, Strategic Director of Finance and Waste • Kath Rees, Lead Commissioner
10:20-11:15	Session 3 – Break out groups <ul style="list-style-type: none"> • Introductions • Active Individuals • Active Communities
11:15-11:25	Break (tea/coffee)
11:25-12:35	Session 4 – Break out groups <ul style="list-style-type: none"> • Getting People Back to Independence • Being There When We’re Needed Most
12:35-12:45	Session 5 – Round up <ul style="list-style-type: none"> • Feedback from break out group sessions • Next steps
12:45	End <ul style="list-style-type: none"> • Complete feedback questionnaires and hand in



Workforce Workshop	
Timing	Task
13:30-13:45	Arrival <ul style="list-style-type: none"> • Registration and collection of delegate packs • Networking
13:45-13:55	Session 1 - Introduction to the day <ul style="list-style-type: none"> • A warm welcome to the Gloucestershire County Council Workforce workshop by Enventure Research • Introduction to the team • What the day will be about • Context – findings from focus groups • Ground rules, health & safety
13:55-14:20	Session 2 – Gloucestershire County Council presentation and Q&A session <ul style="list-style-type: none"> • Jo Walker, Strategic Director of Finance and Waste • Kath Rees, Lead Commissioner
14:20-15:15	Session 3 – Break out groups <ul style="list-style-type: none"> • Introductions • Active Individuals • Active Communities
15:15-15:25	Break (tea/coffee)
15:25-16:20	Session 4 – Break out groups <ul style="list-style-type: none"> • Getting People Back to Independence • Being There When We're Needed Most • Getting our own House in Order
16:20-16:30	Session 5 – Round up <ul style="list-style-type: none"> • Feedback from break out group sessions • Next steps
16:30	End <ul style="list-style-type: none"> • Complete feedback questionnaires and hand in



The policies and actions discussed by each group are shown below.

Policy	Draft action	Workshop Groups
Active Individuals	Increase the range of services available over the Council’s website and via social media	<ul style="list-style-type: none"> • Partners and Voluntary Sector, Group 1 • Partners and Voluntary Sector, Group 2 • Partners and Voluntary Sector, Group 3 • Workforce, Group 1 • Workforce, Group 2 • Workforce, Group 3 • Workforce, Group 4 • Workforce, Group 5
	Review all the information, advice and guidance services that the Council commissions, to make sure that they represent the best value for money and help to signpost people to appropriate sources of help	<ul style="list-style-type: none"> • Partners and Voluntary Sector, Group 1 • Partners and Voluntary Sector, Group 2 • Partners and Voluntary Sector, Group 3 • Partners and Voluntary Sector, Group 4 • Workforce, Group 2 • Workforce, Group 3 • Workforce, Group 4 • Workforce, Group 5
	Carry out a place by place review of the Council’s presence within localities, to provide more joined up access to advice, information and services and create opportunities to rationalise properties	<ul style="list-style-type: none"> • Partners and Voluntary Sector, Group 1 • Partners and Voluntary Sector, Group 2 • Partners and Voluntary Sector, Group 3 • Workforce, Group 1 • Workforce, Group 2 • Workforce, Group 3 • Workforce, Group 4 • Workforce, Group 5
Active Communities	Consult with communities on the Council’s approach to community capacity building	<ul style="list-style-type: none"> • Partners and Voluntary Sector, Group 1 • Partners and Voluntary Sector, Group 2 • Partners and Voluntary Sector, Group 3 • Workforce, Group 1 • Workforce, Group 2 • Workforce, Group 3 • Workforce, Group 4 • Workforce, Group 5
	Continue to make funds available at a local level to respond to the specific needs of local communities	<ul style="list-style-type: none"> • Partners and Voluntary Sector, Group 1 • Partners and Voluntary Sector, Group 3 • Partners and Voluntary Sector, Group 4 • Workforce, Group 1 • Workforce, Group 2 • Workforce, Group 3 • Workforce, Group 4 • Workforce, Group 5



Policy	Draft action	Workshop Groups
	Work with community groups that are service user led to build their capacity and their voice	<ul style="list-style-type: none"> • Partners and Voluntary Sector, Group 1 • Partners and Voluntary Sector, Group 3 • Workforce, Group 1 • Workforce, Group 2 • Workforce, Group 3 • Workforce, Group 4 • Workforce, Group 5
Getting People Back to Independence	Provide a stronger focus on helping people back to independence	<ul style="list-style-type: none"> • Partners and Voluntary Sector, Group 1 • Partners and Voluntary Sector, Group 2 • Partners and Voluntary Sector, Group 3 • Partners and Voluntary Sector, Group 4 • Workforce, Group 4 • Workforce, Group 5
	Work with schools, health and other partners to establish a clear comprehensive early help offer for children and families	<ul style="list-style-type: none"> • Partners and Voluntary Sector, Group 1 • Partners and Voluntary Sector, Group 3 • Workforce, Group 5
	Shift investment in support for vulnerable individuals towards intervention to get people back to independence and developing community support	<ul style="list-style-type: none"> • Partners and Voluntary Sector, Group 1 • Partners and Voluntary Sector, Group 3 • Partners and Voluntary Sector, Group 4 • Workforce, Group 5
Being There When We're Needed Most	Review the provision of community based services/care and rely less on residential and nursing care, to ensure people have the support they need to live at home independently	<ul style="list-style-type: none"> • Partners and Voluntary Sector, Group 1 • Partners and Voluntary Sector, Group 2 • Partners and Voluntary Sector, Group 3 • Partners and Voluntary Sector, Group 4 • Workforce, Group 1 • Workforce, Group 4
	Simplify the process for Direct Payments across personal social care and health budgets	<ul style="list-style-type: none"> • Partners and Voluntary Sector, Group 1 • Partners and Voluntary Sector, Group 3 • Workforce, Group 1 • Workforce, Group 3 • Workforce, Group 4
	Develop alternative options for children, especially teenagers, to avoid them needing to come into care (intervention)	<ul style="list-style-type: none"> • Partners and Voluntary Sector, Group 1 • Partners and Voluntary Sector, Group 2 • Partners and Voluntary Sector, Group 3 • Partners and Voluntary Sector, Group 3 • Workforce, Group 1 • Workforce, Group 3 • Workforce, Group 4



Policy	Draft action	Workshop Groups
Getting Our House in Order	Continue to develop our workforce to respond to the changing needs and challenges we face	<ul style="list-style-type: none"> • Workforce, Group 1 • Workforce, Group 2 • Workforce, Group 3 • Workforce, Group 4 • Workforce, Group 5
	Continue to reduce the Council's running costs	<ul style="list-style-type: none"> • Workforce, Group 1 • Workforce, Group 2 • Workforce, Group 3 • Workforce, Group 4 • Workforce, Group 5

Interpreting Qualitative Data

Qualitative research is designed to be illustrative, detailed and exploratory, providing insight into the perceptions, attitudes and behaviours of people rather than conclusions from a quantifiable valid sample. Therefore, the workshops do not allow statistical conclusions to be drawn about the extent to which views are held across the county.

Throughout this report, use is made of flipchart notes, which represent verbatim comments from participants. Participants are referred to in terms of which group they attended. Where this is the case, it is important to note that the views expressed do not always represent the views of the group as a whole, but are illustrative of the issues raised during the workshop.

Participants' perceptions make up a considerable proportion of the evidence in this report and it is important to remember that although such perceptions may not always be factually accurate, they represent the truth to those who relate them.

Acknowledgements

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Research Findings

Response to Draft Strategy Presentation

Following the draft strategy and budget presentation by GCC, delegates in both workshop sessions were given the opportunity for a short question and answer session before moving into the discussion groups. Enventure Research facilitated this as an open room session.

In summary, delegates in the partner and voluntary sector workshop looked for clarification around how the existing partnership with the NHS could be developed and strengthened even further, particularly in relation to care for vulnerable adults and children and how proposed savings around the cross cutting themes in the strategy might affect adult care and children's services. Participants were also interested to hear how the new Care Act might impact on GCC budgets and delivery models. As well as focusing on what GCC will do in the strategy, participants suggested that greater consideration should be given to any potential gaps that might be left in service provision as a result of these policy changes and GCC's strategic response.

In brief, GCC responded by highlighting how joint working and joint commissioning with the NHS is evolving ever stronger ties. Savings associated with adult social care were brought about by better commissioning and emphasis on value for money, as well as the key strategic aim of getting more adults back into work and less reliant on residential care in future. The full cost implications of the Care Act are yet to be fully understood. GCC is waiting for more detail from Central Government, however there will be budget implications for GCC which represents a risk to the draft strategy.

In the workforce session, questions focused on whether or not GCC had an alternative strategy should this approach to reducing budget deficiencies be unsuccessful. Another question was asked about the future relationship with District Councils, whilst others wanted reassurance that they were qualified, and indeed welcome, to suggest savings in areas where they did not have direct experience.

In response, GCC stated that the current budget deficit and direct funding shortfall was not likely to improve regardless of any change in Government. GCC reiterated its commitment to not increasing Council Tax charges and therefore the current course of action is the best and most appropriate given a lack of protected funding for local authority services. GCC reaffirmed the continued collaboration with District Councils to reduce any duplication of effort. Participants were all encouraged to think about efficiencies and improvements and were reminded of their duty as public servants to do everything to reduce any waste of public funds.



Partners and Voluntary Sector Workshop – Response to Presentation

Facilitators asked participants for their general responses to the draft budget and strategy presentation. The following discussions emerged spontaneously without prompting and provided a useful introduction to the issues to be discussed in more depth later.

In the partner and voluntary sector workshop, the following initial reactions to the presentation were discussed with members of GCC's workforce:

GCC's budget strategy and priorities for action is broadly supported in its overall goal. Participants welcomed the opportunity to comment and contribute to the development of the strategy; albeit some expected to have been in discussions sooner. Discussions highlighted the need for meaningful dialogue between all partners to move the strategy forward. Defining and shaping genuine partnership working in a time of reducing budgets was seen as the first priority, as well as ensuring that partners had shared equity in the final strategic outcomes. Moving forward, there is a clear positive intent to work together and a commitment by partners to input into the process of fine-grained action planning

"I applaud the county for its starting point: 'ensuring everything we do reflects what local people need and expect from their Council'." (Partner, email communication)

"Needs to be more detail and more 'meat on the bone' in the strategy, to understand how it affects our market sector. But there is an impetus to join things up given tighter budgets and resources." (Partners and Voluntary Sector)

"Partnership' sounds old fashioned-it's actually about a whole systems approach not just about what the Council has decided to do and how can we help them to achieve this." (Partners and Voluntary Sector)

"We should have been involved sooner, but we are willing to work on the details of the action planning so that we're aligning everyone's goal and targets." (Partners and Voluntary Sector)

Participants discussed the extent to which GCC has 'future-proofed' its budget and strategy in light of recent and proposed changes to public policy. One delegate gave the example of changes to the driving laws in 1997 where new drivers could no longer drive a minibus and the impact this had on the availability and cost to train volunteers to provide community transport. Similarly, participants asked whether GCC had considered how the recently raised retirement age might impact on the availability and willingness of volunteers to act in the community.

Discussion focused on how the new Care Act will impact on the demands for funding by previously unpaid and unrecognised carers of vulnerable children and adults. Specifically, participants also wanted greater detail from GCC around how it would for example recruit younger volunteers and provide respite for carers. Participants wanted more specific detail about the role the voluntary and private care sector will have in jointly delivering more community based care. It was suggested that horizon scanning to inform a risk assessment of the budget strategy is essential. Potential risks and counter solutions should be outlined as fully as possible in the final document.

"What we haven't heard as a key learning point is how all the policy and strategy brings things to a common ground and how we're going to deliver for young people and older residents. We need to reflect on the pension retirement age for example and how this will impact on the volunteers available" (Partners and Voluntary Sector)

"The strategy also needs to reflect the potential impacts of this and the Care Act." (Partners and Voluntary Sector)



Asking partners to do more with less money was another headline from the presentation. Participants suggested that GCC should regard the private and voluntary sectors as equal partners and not regard them as a 'free' resource. The assumption that any deferment of duties by GCC would be picked up by community partners fails to understand the budget pressures felt by everyone and is overly simplistic. Participants suggested that not only is this shift in emphasis for delivery from GCC to the community not presented with any detail in the strategy, but that it is unhelpful in building more meaningful partnerships in the long-term that will be at the heart of alternative community based delivery models.

"We're already four years into cost cutting and efficiencies. How much more can we achieve without working in partnership?" (Partners and Voluntary Sector)

"The voluntary sector approach taken by the Council is based on the assumption that we're there for free." (Partners and Voluntary Sector)

"Collocating partners in a building on its own is not enough - we need proper alignment again of targets and of objectives so we can effectively signpost people." (Partners and Voluntary Sector)

One immediate cause for concern is around how GCC's strategy fits in with ensuring plans for adult social care are fully integrated between partners. Participants would like to see evidence of greater strategic planning in tandem with health bodies specifically the NHS and how this fits with larger national strategies for adult social care. Representatives of adult social care providers in the private sector were very concerned about how the GCC strategy will impact on their business and whether GCC is reflecting a broader national policy agenda. Private care providers raised concerns that they are being written out of the picture without due consideration of the integral role they will continue to have in the adult care landscape.

"Nationally, integration of health is happening but we don't get a sense of how this fits into this strategy. It feels like health representation in the session is missing. Do GCC really have a great relationship with health bodies? I'm not sure they do." (Partners and Voluntary Sector)

While better use of IT was lauded in principle, there remains a clear need and commitment to providing face-to-face services for those who want and need them the most. Better use of technology was broadly supported as an area where efficiencies could run in tandem with better quality services. However, outcomes for service users must improve and services must still reflect the diversity and specific needs of the community. For example, creating joined up directories of information is regarded as a very important step to ensure that service users get accurate and effective information when accessing services online. Participants stressed that GCC should be the lead partner in driving this agenda forward, for example by providing funds, up-to-date information and training to partners.

"I would argue there remains strong importance in face-to-face contact between a large organisation and its citizens (who will not all have access to IT or capability to use it)... bearing in mind that efficiency is not just an economic measure, but – how content people are on the receiving end of service." (Partner, email communication)



Participants discussed the challenges around building community capacity to deliver in areas where GCC is planning to roll back. Participants suggested that the first step should be defining what is meant by 'community' and then auditing community assets and skills before taking any further steps. This process should not simply focus on whether a community has the capacity to delivery, but on whether it wants to. Participants are in favour of providing assets such as buildings and staff resources in the community on the condition that it does not add additional layers of staffing and bureaucracy at a time when efficiencies needed to be made. Respondents regard the rolling back of local government as a gradual process, where the Council will need to offer ongoing financial and practical support e.g. mentoring and training to enable communities to do more. Participants once again emphasised that this must be a gradual process and will not be a 'quick win'.

"So long as GCC is honest about offering assets wanted by communities – that are potentially an asset and not a millstone." (Partner, email communication)

"It's not about 'can a community do it?' but does it want to; it can't be a top down process of just assessing capacity." (Partners and Voluntary Sector)

"We need more general community building initiatives and a better understanding of the current capacity across communities. We need more details before we throw it over to them and tell them to do it...Community support should be about helping with paperwork, DBS and stuff like that to enable the communities to do the stuff they want to do." (Partners and Voluntary Sector)

Workforce Workshop – Response to Presentation

In the workforce workshop, the following initial reactions to the presentation were discussed with members of GCC's workforce:

Initial reactions to the presentation were positive and respondents were generally supportive of GCC's strategic goals. They understand the difficult budget situation GCC faces i.e. having to deliver services with a growing demand and decreasing financial settlements from Central Government. Participants commented that the process of rationalising services had already included job losses across the board, with many people having contracts re-negotiated to reflect broader and additional responsibilities. They suggest that GCC is right to focus on reducing the overall adult care budget and focusing on better use of technology to deliver services more efficiently and collaboratively. Some participants had reservations about the move toward greater delivery in the community and whether this would actually represent a saving for GCC (in the short-term at least). Participants suggested that there needs to be considerable investment in community assets and capacity building now which will (they hope) equate to long-term savings in the future, as communities rely much less on centralised services.

"We (GCC) need to be more creative with how we save money, the easiest savings have already been made and they were painful enough!" (Workforce)

"We're going to have to be prepared to spend now to save in the future." (Workforce)

"Continue to share Council buildings with partners and community, this will reduce running costs and reduce waste... Sharing IT access with partners to facilitate better partnership and collaborative working, which again avoids duplication, reduces cost and potential waste." (Workforce)



Discussion centred on the timescales for implementing the strategic action points being proposed and how changes to service delivery models would impact on the most needy and vulnerable. GCC and partners should agree and be fully committed to bringing about suggested improvements without undue delay, as protracted change creates uncertainty and unnecessary stress for those affected and their families. They stress that this is not to say that careful consideration and consultation should not take place to assess the feasibility and impacts of the plans, however once fully considered the strategic action plans should be implemented as soon as possible.

"Ensure the strategy is implemented quickly because the impacts (of delaying) are felt most strongly for the youngest and oldest in the community." (Workforce)

"Use service user led consultation at a local level to determine need and to stimulate interest among our service users." (Workforce)

Participants agreed with the action to provide more online services while also remaining committed to providing opportunities for face-to-face contact. Providing more services online was recognised as a necessity moving forward; both in terms of cost efficiencies and also the increasingly normalised way the majority of residents engage with service providers. However, participants were mindful of the pace of change for those who are less adept with newer technologies; specifically the elderly generation who are least familiar or indeed willing to use online methods. Participants are clear that GCC has a duty to provide choice to those customers who want to have face-to-face or human contact. The group suggested that there will be less of a technology skills lag among service users as the present day middle age and younger generations get older. The use of technology and online services will be much more normalised and the demand (and associated overheads) for face-to-face services might reduce over time.

"We have to consider how we respond to people's needs but are we investing in systems and structures that will save us money but also benefit the public? We have to be confident that people are going to respond to it the way we think they will." (Workforce)

"There is a transitional gap for older residents, so we need to be mindful of still providing choice, particularly around IT and accessing services... some of our changes aren't going to kick in for a while so we also need an interim plan as well as this long-term goal." (Workforce)

There was a general agreement that GCC should be leading the way among public sector partners in implementing better use of technology. Participants suggested more conference calling and Skype meetings to reduce mileage and fuel costs and be more environmentally friendly. Currently GCC is still overly reliant on paper-based working and this can be overcome by reviewing internal security protocols for sharing information to facilitate better working between internal and external partners. The business case for staff to be given more technology to embed IT in their work practices has never been stronger, although each department could do more to demonstrate the business case to senior management around how IT can drive efficiencies in their particular field.

"If GCC want more and more service users to access a greater number of services using IT and web-based interfaces then the Council has to 'get its own house in order' and lead the way." (Workforce)

"I'd like to see better use of webinars to reduce mileage spend and carbon footprint. GCC should be more proactive in extolling the benefits of using IT more smartly in our daily business." (Workforce)



Active Individuals

This section considers participants' perceptions of delivering the 'Active Individuals' policy. The focus of the workshop discussions was around delivering and implementing the following draft actions:

- Increase the range of services available over the Council's website and via social media
- Review all the information, advice and guidance services that the Council commissions, to make sure that they represent the best value for money and help to signpost people to appropriate sources of help
- Carry out a place by place review of the Council's presence within localities, to provide more joined up access to advice, information and services and create opportunities to rationalise properties

To fully understand how participants engaged with the draft actions, they were asked how they felt they could contribute and what are the barriers and possible solutions to delivery methods were. The dominant themes across the groups are presented against the draft actions.

Increase the range of services available over the Council's website and via social media

The Council's website was a common theme across all of the workshop discussion groups. Overwhelmingly, participants felt that the current website was inefficient and in need of improvement, due to its poor search facility and the difficulties experienced in navigating the website. It was considered poor from both customer and staff perspectives. A number of suggestions were made as to how the website could be improved, for example, question searches, notice boards and making it more tablet and mobile friendly.

"Council's website difficult to navigate, too complicated, not user friendly." (Partners and Voluntary Sector)

Participants felt that the Council should be using the website more for promotional functions. Participants described how there needs to be better investment in IT, particularly around joining up partner systems, and that the website could act as a portal and combined search engine, a real "one stop shop" (Workforce) for public sector and partner organisations within the county. It was recognised that this was probably a pipe dream, so vastly improving signposting and linking to partner websites were considered good first steps.

"No one seems to be joining up the digital inclusion initiatives at the moment. We need active links to partner websites not just information." (Partners and Voluntary Sector)

"Consider putting together a portal on the website to enable the community to find out about all the services on offer...A portal for all public sector organisations in Gloucestershire and charities, including: GCC, districts, charities, NHS, police and voluntary groups." (Workforce)



Workforce participants suggested how the Council needs to identify the services that can be made available online and via social media, and how a test group may be one way of assessing the needs of users.

"Identify the services this can apply to, e.g. payments, tracking applications, pot holes and the use of a test group to assess needs?" (Workforce)

Access was considered an important barrier in increasing the range of services available on the Council's website, especially for the vulnerable groups in society and rural areas. The website was not considered a replacement for face-to-face interaction for all types of people. It was felt at a time of crisis people still want to speak to someone face-to-face.

"At a time of crisis, people will want to speak with someone. It's just human nature, whatever we have online we still need to make sure we have the ability to talk to someone." (Workforce)

"Vulnerable people often do not have the ability or knowledge to access the web and social media. Vulnerable people want to speak face-to-face. Often their specific needs only come about through conversation. Broadband access is an issue for rural 'not-spots' in the county." (Partners and Voluntary Sector)

Training was suggested across the groups as a possible solution to increase access and encourage people to use online services. Participants used the example of banks providing IT training in the community. Providing free training and tapping into existing community networks such as community and church groups, pubs and post offices to promote digital and online services were all suggested.

Partner and voluntary sector participants suggested that they could contribute by keeping their websites up-to-date and that GCC could utilise their websites to give notifications of useful new developments and services. Workforce participants in groups 2 and 4 suggested that they could listen better to understand customers' needs and that partners could use Council staff and technology to facilitate client access to information.

Review all the information, advice and guidance services that the Council commissions, to make sure that they represent the best value for money and help to signpost people to appropriate sources of help

This action was welcomed by participants, who felt that the key to the success was promoting self-help and new ideas.

"Promote self-help and new ideas, with the Council working out the direction." (Partners and Voluntary Sector)

"Great idea, promotes self-help, brings out new players, encourages new ideas/ways of working." (Workforce)



As with the previous action, participants talked about cost-savings that could be made with a more joined up approach, which is more than just merely a sharing of information. It was felt that the Council's approach is one of control and that this needed to change to encourage partnership working and to make efficiencies, working with local employers and volunteers were cited as two possible mechanisms. Workforce participants recognised they were guilty of the 'we know best' attitude.

"This is more complex than just sharing information as it needs to be truly joined up rather than just supporting the aim of meeting and contributing toward the Council's target." (Partner and Voluntary Sector)

"Work with local employers and encourage more volunteering from employers so they can encourage their employees to be better informed." (Partner and Voluntary Sector)

"Working together on everything – the Council's approach is to control everything. This should change, partners have a role, things should not be micro-managed...there must be some element of faith and trust...the Council's approach is too rigid." (Partner and Voluntary Sector)

The cost of implementing a new system was cited as a barrier by workforce participants. However they felt that there were significant savings to be made if service users get the information they need much more quickly and that the accuracy and reliability of the information is critical if this action is to be successful.

Partner and voluntary sector participants showed a willingness and commitment to delivering the policies and setting targets. Workforce participants stated they could provide specialist advice and support people in accessing the internet and virtual technology.

"The use of virtual technologies to support adults that are vulnerable or at risk and also to offer them distance learning opportunities e.g. financial literacy, coping with stress, anxiety and coping with their children. This is a powerful tool that could be used to reach or engage with isolated groups in the community." (Workforce, email communication)

Carry out a place by place review of the Council's presence within localities, to provide more joined up access to advice, information and services and create opportunities to rationalise properties

An assessment of what currently exists in terms of buildings, staff and the geographical locations of community groups were fundamental considerations in delivering this action. Using properties, networks and individuals that already exist across the county (e.g. schools, town council buildings, libraries, police stations and local village halls) to avoid duplication was a theme discussed across the majority of groups. Participants described how there is duplication of information hubs across the county and felt that GCC should identify what is already there. Workforce participants in Group 5 felt there needed to be learning from experience of existing shared spaces, such as Coleford library.

"What's the current status? What do we have now (buildings, staff, community groups, suitable locations)? What about accessibility e.g. transport?" (Workforce)

"First we need to scope out what the communities need and what is already being delivered e.g. citizen's advice. Is it specialist or generalist information people are after?" (Workforce)

"Libraries across the county to act as community hubs and use of networks that are already there with other organisations...Using other existing buildings and people in them (e.g. police stations, district premises)." (Workforce)



However, participants described how there is a need to see what works locally, as different areas have different needs. Solutions would need to be localised and there is a need to work with the community to understand those needs.

"It would be difficult to provide a meaningful one stop shop. Different responses are needed for different areas." (Partner and Voluntary Sector)

"See what works locally, there is no systematic solution...There is a need to work with the community." (Workforce)

Accessibility was again mentioned as a barrier across the groups. Participants felt that limited transport and online access were key considerations in rural locations.

As with the previous action described, the website was a topic of discussion amongst the workforce participants. The discussion focused around the poor search function, and it was felt that the website needed rebuilding with the community in mind.

"Bad website with poor search function... A total rebuild of website is required with the community in mind." (Partner and Voluntary Sector)

Training and upskilling of staff and volunteers were discussed as essential for this action to be successfully implemented. Further discussions reveal how participants felt that partnership working and collaboration were essential ingredients to implement the strategy.

"We need collaborative training of a single workforce to deliver care regardless of the sector they come from. Let us get everyone on the same page. I do not think the sectors are as different as people think. We all have different revenue streams and commercial elements but we can all have one way of working." (Partners and Voluntary Sector)



Active Communities

This section considers participants' perceptions of delivering the 'Active Communities' policy. The focus of the workshop discussions was around delivering and implementing the following draft actions:

- Consult with communities on the Council's approach to community capacity building
- Continue to make funds available at a local level to respond to the specific needs of local communities
- Work with community groups that are service user led to build their capacity and their voice

As with the previous policy, participants were asked to consider the issues, how they could contribute, the barriers and the solutions. This section presents the dominant themes across the groups against each draft action.

Consult with communities on the Council's approach to community capacity building

When asked what needs to be considered and how this can work, participants drew upon practical ideas, for example the Council helping to start up community initiatives. Partner and voluntary sector participants felt they needed a better understanding of what is required of them. Participants described the need to consider both the connectors who bring everyone together and those that deliver the service. There was a general perception that the capacity is already out there and it is more important to make connections between parties.

"Define what level of involvement is needed from partners. A need to empower... We need to look at capacity in two levels: connectors who bring everyone together and then those who deliver on the ground (deliverers). We need to consider both and how we build capacity." (Partner and Voluntary Sector)

"GCC don't have to go out and find loads of new volunteers, it's more about supporting what is there and also making connections." (Partner and Voluntary Sector)

Partner and voluntary sector participants expressed an interest and willingness to contribute by working together and advising on what is needed for their client groups.

"We can help to measure thresholds of service user needs and services available to establish levels of capacity." (Partner and Voluntary Sector)

"You're welcome, happy to contribute." (Partner and Voluntary Sector)

Workforce participants felt that they had a role to play in publicising what already exists (for example, Dial-a-Ride and grants), providing training on legal issues and giving community groups access to use their buildings.

"Publicise the Dial-a Ride etc...training from the GCC on the legal implications, offering use of buildings/equipment." (Workforce)

"Asset based community development by providing low level training in the community will upskill local people and empower them." (Workforce)

"GCC Community Officers attend local area meetings to raise awareness of grants/help available to them." (Workforce)



There was a particular concern with regard to the long-term sustainability of these initiatives with issues around long-term commitment, variability, a lack of volunteers and an over-reliance on the same individuals all cited as issues.

"There is an assumption that volunteers are a static and permanent resource. An end to short-term involvement can lead to extra burden on Council services further down the line... A reliance on the usual suspects to work in the community. There is a need to reach out to those currently not active in the community for this to work." (Partner and Voluntary Sector)

Partner and voluntary sector participants highlighted how a lack of funding to bring all the services together was a major barrier to implementing this action.

Partner and voluntary sector participants raised concerns about over-burdening of volunteers and community groups, with the Council expecting too much in terms of delivery from the community.

"Volunteers don't always recognise that they are volunteering. The word volunteering can be a loaded word and can put some people off as they may think it would be too much of a burden." (Partner and Voluntary Sector)

Participants across the groups felt that the community capacity is already there and that using existing skills, knowledge and forums/groups, and learning from experience (e.g. Barnwood Trust) was more important. It was recognised by workforce participants that if you consult only with those that are already active, there is a risk of missing those who are vulnerable.

"Gloucestershire is rural, there is already the Barnwood Trust that does community capacity building." (Partner and Voluntary Sector)

If you consult with those who are already active there is a risk of missing those who are lonely/isolated/vulnerable." (Workforce)

Participants across the groups described how a menu/directory of interventions, resources and available services would help others learn from positive experiences. Holding a "Good Gloucestershire Day" (Workforce) to celebrate the good things happening in the community was recommended.

As with encouraging 'Active Individuals', training of volunteers was also cited by participants as a way of helping to build community capacity.

Continue to make funds available at a local level to respond to the specific needs of local communities

In comparison to the previous action, workforce participants described how buildings such as libraries and equipment could be used by local communities and how the Council needs to take on a negotiation role to secure the use of local buildings for community groups.

"Offer building/equipment...Negotiate with local facilities, e.g. pubs, village halls, advice, legal, staffing." (Workforce)



Partner and voluntary sector participants were keen to contribute, expressing a willingness to support local groups who did not have the sufficient skills. They felt it would be helpful if there was a way of standardising funding bids.

"Keen to continue...Support groups who do not have the staff with the skills/capacity to write bids. There should be a way in which some standard bids are developed that can be shared/used by all sorts of organisations." (Partners and Voluntary Sector)

The partner and voluntary groups felt that the Council needs to encourage partnership working with the Voluntary and Community Sector (VCS) and other specialist organisations (e.g. Barnwood and Gloucestershire Rural Community Council (GRCC)) in Gloucestershire to highlight and to help them deliver best practice in communities.

Similar to the previous actions discussed within the 'Active Communities' policy sustainability, a lack of money and reaching out to those most at risk were all cited as barriers to implementing this action. Workforce participants cited the cost of administration as a particular barrier.

"Sustainability and reaching individuals at risk... a lack of money." (Partners and Voluntary Sector)

A wide range of solutions were cited by participants to overcome the perceived barriers. Participants agreed that the Council needed to provide money and grants to help community groups set up and that a large number of smaller community funding pots as more effective than a small number of larger pots. Examples of how small amounts of money lead to bigger things was provided. Participants felt that more needed to be done to take away the governance by stripping this back to basics, allowing community groups to access funding and flourish.

"Good example through Barnwood Trust is the "Small Spark" grants of £250. This is for someone who has an idea for a small local venture – example of where this worked is three mums who got together who wanted to do a small "grub club" in school holidays for kids who get free meals at school, to make sure they have a hot meal in the holiday. This has taken off now and has grown...but it started small and not overwhelming for people. It went at their pace. A community builder supported this work." (Partners and Voluntary Sector)

"Less convoluted forms and application processes, business planning and cost projections. Less hoops to jump through reduces barriers of accessing funds." (Workforce)

Awareness raising and promotion of the grants was also perceived to be important, with local Engagement Officers playing a fundamental role in the promotion of grants available to community organisations.

"Great knowledge of what's out there and opportunities for funding coming up." (Partner and Voluntary Sector)



Work with community groups that are service user led to build their capacity and their voice

Participants across the groups described a wide range of community activities taking place and groups that already exist (e.g. Physical Inclusion Network Gloucestershire (PING), Gloucestershire Carers, GRCC). They felt that the Council should not feel it has to create active communities, but should enhance what is there and use small grants to grow and share those ideas which come directly from the community.

Several barriers were thought to be standing in the way of community groups being able to take on more responsibility. These included “engagement and access to locations for meeting” (Partners and Voluntary Sector), “staff (GCC) are not equipped and knowledgeable enough to work with communities” (Partners and Voluntary Sector), and the “danger of GCC being seen in a meddling, authoritative role” (Workforce).

Partner and voluntary sector participants described how GCC need an engagement strategy, which outlines how they will work with communities and that all staff follow the same guidance.

Workforce participants drew upon a wide range of ways the Council could encourage and assist; for example, lending staff out to help communities. The Council have finance and project management specialists who could help groups or even motivate individuals to put together bids for funding. They felt that the Council could assist financially and have a role to play in providing venues and the use of the Council facilities.

*“Possible ICT support (and old equipment, venue) and let groups use GCC facilities.”
(Workforce)*

“Provide help explaining how commissioning works and also financial and project management support.” (Workforce)



Getting People Back to Independence

This section considers participants' perceptions of delivering the 'Getting People Back to Independence' policy. The focus of the workshop discussions was around delivering and implementing the following draft actions:

- Provide a stronger focus on helping people back to independence
- Work with schools, health and other partners to establish a clear comprehensive early help offer for children and families
- Shift investment in support for vulnerable individuals towards intervention to get people back to independence and developing community support

To understand how participants engaged with each of the draft actions, they were asked to consider the issues, how they could contribute and the barriers and solutions to implementation. This section presents the dominant themes across the groups.

Provide a stronger focus on helping people back to independence

Participants were asked to consider the issues around encouraging older people to live independently in their own homes rather than relying on residential or nursing home placements. Partner and voluntary sector participants felt that there needed to be a better definition of what independent living means for the individual, what level of independence is expected and that the Council should not conflate social and interaction needs with medical care. Partner and voluntary sector participants described how the Council needed to be more specific about what was expected of them.

In principle, participants supported domiciliary care but a wide range of issues and barriers were noted, such as giving people choice, managing their changing vulnerabilities, pressures on unpaid workers, assessing individual needs and long-term support.

"There is no element of choice in this policy. People are being taken out of our homes in tears. Where is the choice and dignity for those being forced back into the home? It's all about giving people a choice." (Partners and Voluntary Sector)

"Ongoing support seems to be still be service led and not people centred... Need to assess the true picture of an individual's needs." (Workforce)

Partner and voluntary sector participants described how transport and infrastructure was needed for people to return to the home and that different people have different levels of family support, and this needed to be considered.

"What family and friends do people have?" (Partners and Voluntary Sector)

"No comment [in the strategy] about transportation at all is amazing. How are we going to get people back to home and between home and specialist care? We are seeing a greater increase of people with no family and those needing specialist transport for wheelchairs and oxygen." (Partners and Voluntary Sector)

Domiciliary care was thought not appropriate for people with more acute needs.



Several groups identified solutions to overcoming the barriers identified. Joint commissioning with the NHS was mentioned alongside more use of Village Agents and smaller organisations.

"Village Agents have very good links established with local organisations who can help older people in communities' - especially rural communities. Sometimes the very small organisations can help just as much as larger organisations, i.e. Village Hall Group." (Partners and Voluntary Sector)

Work with schools, health and other partners to establish a clear and comprehensive early help offer for children and families

Participants were asked to consider the issues around the draft action, 'Work with schools, health and other partners to establish a clear and comprehensive early help offer for children and families'.

Working with schools and children's centres was highlighted as something the Council needed to do more of. Life skills were seen to be really lacking and it was thought these should be pushed more in schools from an early age. Participants described how schools should be seen as hubs in communities.

"There is a view that schools are only about education...There needs to be better working between early help teams and schools to stop children slipping backwards. Early help already available in children's centres. Staff have a lot of knowledge in this area that could be harnessed more." (Partners and Voluntary Sector)

"Life skills and life learning are taught at an early age. Working with schools to try and reduce instances of children going into care going forward." (Workforce)

Participants described used the phrase Self-Help-Service (SHS) as a play on the phrase 'NHS'. It was suggested that this kind of branding clearly tried to redefine the customer relationship, with the emphasis more about what you can do for yourself and less about what the Council can do for you.

Shift investment in support for vulnerable individuals towards intervention to get people back to independence and developing community support

Partner and voluntary sector participants welcomed the shift investment for vulnerable individuals towards intervention to get people back to independence and away from residential care but felt there should be an element of prevention as well. Partnership working was considered an essential ingredient and they explicitly stated this is how they could contribute due to their wealth of knowledge and ability to manage large contracts. Partner and voluntary sector participants were willing to get involved, but felt this should be during the early design stages.

"This is a multi-disciplinary role which needs to be carried out in partnership. Partners have a wealth of knowledge of what is happening in other authorities. There is untapped expertise and enthusiasm that GCC is not taking advantage of. A lot of providers in Gloucestershire are big enough to hold contracts." (Partners and Voluntary Sector)

"Need to get partners/service users involved in designing consultations at a very early stage. The 'Building Better initiative' has a co-production charter. This should be used elsewhere." (Partners and Voluntary Sector)



Participants described how individuals do not always want help, as they feel they are independent. Both partner and voluntary sector and workforce participants felt that volunteers and local groups would play a fundamental role in looking after the interests of the vulnerable elderly, and expanding the role of 'Neighbourhood Watch' to provide care was cited as a possible solution.

"Expand Neighbourhood Watch projects to carer and community needs. Looking after vulnerable elderly in the area on voluntary basis." (Workforce)



Being There When We're Needed Most

Review the provision of community based services/care and rely less on residential and nursing care, to ensure people have the support they need to live at home independently

Participants were asked to consider the issues around ensuring that people have the support they need to live at home independently. Positively, across the groups there was a consensus that this was a good idea and achievable. The Council's role was perceived to be minimising the barriers and 'red tape' and ensuring that health and safety mechanisms are in place so that this could be achieved and prevent repeated hospital admissions.

"Ensuring safety mechanisms in place to then prevent repeated e.g. hospital admissions." (Partners and Voluntary Sector)

"This is a good idea, some progress has been made. There's a clear strategy with numbers showing need/demand." (Partners and Voluntary Sector)

A wide range of suggestions were made in relation to how they felt they could contribute to delivering this action. These included planning and providing options, providing the service, workforce development [i.e. frontline staff], sharing best practice and piloting new services/ideas. However, it was noted that the Council needs to listen to and understand the pressures on providers, not only related to the range and quality of service expected from them but also in relation to recruitment and retention of staff.

"Listen to and understand pressures on providers: the range of services expected from them, the level of service expected from them, the quality of service expected from them, recruitment and retention of staff." (Partners and Voluntary Sector)

Bureaucracy, upfront costs and a culture of dependency were also cited as barriers.

"GCC needs to look at the bigger picture and get a balance between cost and what's best for invest to save approach." (Partners and Voluntary Sector)

"There will be a high cost in year one to ensure the provision is in place before moving people out to residential nursing home." (Workforce)

"There is a culture of dependency." (Workforce)



Direct payments across personal social care and health budgets (simplifying)

The majority of participants across the groups that discussed direct payments raising concerns about the current system. A major area of concern related to the management of the budget, which was thought to cause additional problems for the families of those receiving the payments. Another area of concern related to the complexity and the lack of flexibility in the current system. It was felt that the Council needed to provide help with the direct payments process.

"Some groups (e.g. dementia) aren't appropriate to have this [direct payments]." (Workforce)

"Do people really want direct payments? For our clients, who are generally unwell, it is the family who have to go through the whole effort. They do not want the hassle. It is very technical. The Council needs to be doing more to support people before they have to manage these budgets." (Partners and Voluntary Sector)

In contrast, participants in group 3 of the partners and voluntary sector workshop felt there was nothing wrong with the existing direct payment system.

Develop alternative options for children, especially teenagers, to avoid them needing to come into care (intervention)

Partner and voluntary sector participants felt that early help was being offered well through Children's Centres and that more could be done to support schools to ensure that children and families do not slip through the net in the transition period from early years to school.

Participants also felt that GCC may need to look at its 'threshold levels' for intervention to ensure it supports families at an early stage to prevent bigger problems in the future, and that partners could do more to signpost families to alternative help, so that GCC can focus its resources where they are needed most. The sharing of information and partnerships working were the options suggested.

"Getting it right earlier on, e.g. early help." (Partners and Voluntary Sector)

"To avoid going into care people working with them need to share information with others early to prevent need for crisis (MASH)." (Workforce)

Workforce participants felt that more needed to be done with partners and understanding how to reach out.

"Develop parenting programmes for parents. How do we reach those parents that don't want to change? Often these are the most vulnerable." (Workforce)

Solutions were suggested such as "Teenage Champions" (Partners and Voluntary Sector, Group 3), with incentives in the form of certificates as one way they could support their own communities, in acting as role models, such as in sports initiatives and the arts.



Getting Our House in Order

Continue to develop our workforce to respond to the changing needs and challenges we face

Workforce participants stressed the importance of listening to and understanding the community and young people through the meetings that are already in place, making sure the right questions are asked, getting it 'right first time' with no repeat contacts and learning from what works in other situations.

"In relation to commissioning, there is a need to understand and listen to communities and there is a need for training. Libraries – all staff are having dementia training and to help people get online. Asking right questions first time would help people to not come back." (Workforce)

Good management skills, staff training, leadership and retention of staff were all considered fundamental to the development of the workforce. An openness to learning and removal of administrative tasks were also cited by participants.

"Skills and knowledge audit/training needs analysis and links with business planning." (Workforce)

"Need for careful change management and to keep good staff, good leadership to steer change and transition." (Workforce, Group 2)

"Remove admin from specialists to create more capacity. Better training of the call centre so they can handle more queries." (Workforce)

Workforce participants felt the Council was risk adverse and that a 'blame culture' was a cultural problem within the Council. They felt that to overcome this there needs to be an acceptance of blame, and that the Council needs to address the issue and not the problem.

One participant stressed the current challenges faced by the ICT and e-learning systems. He provided a number of solutions to solve these problems detailed in the quote below.

"The need to ensure the educational workforce has the e-learning and technical skills to employ technology effectively. The need for the whole of adult education to be able to offer access to, support with and effective use of ICT. For individuals to benefit from the potential of technology they require not only technical but also learning skills, information and media literacy. These are often not considered in policies or strategic developments. Policy must be reviewed regularly and programmes sustained." (Workforce, email communication)



Continue to reduce the Council's running costs

Overall, workforce participants supported the idea of continuing to reduce the Council's running costs but concerns were raised in relation to the methods used. In particular, participants expressed concern that cutting staff and amalgamating roles would dilute the quality of staff, losing specialist skills.

"Cutting staff isn't always best practice." (Workforce)

"Some areas are specialist and this needs to be recognised and protected." (Workforce)

A second area of concern related to poor internal and external communication, with more sharing of information between partners and other agencies using the existing newsletters cited as possible ways to improve communication and create efficiencies.

Furthermore, participants felt that more outsourcing of work and investigating cheaper procurement options would reduce running costs, but they described how responsibility and accountability cannot be outsourced as this will put more pressure on the staff.

Workforce participants were open to the idea of changing the status quo and sharing of council buildings and IT access with partners. More mobile and flexible ways of working was suggested as a possible way to reduce the running costs.

"Continue to share council buildings with partners and community, this will reduce running costs and reduce waste. Sharing IT access with partners to facilitate partnership working and again avoid duplication. Better use of IT to facilitate mobile and flexible working." (Workforce).

Participants felt that GCC should be leading the way using IT and web-based interfaces to encourage service users to do the same.



Appendix 1 – Partner and Voluntary Sector Organisation Participants

- 4 Children
- Age UK
- Avida Care
- Barnados
- Barnwood Trust
- Bramble Care Home
- Bromford Homes
- Bromford House
- Carers Gloucestershire
- Cedar Trust Care Homes
- Cotswold Volunteers
- Cross Roads Care
- Docare
- Gardners Lane and Oakwood Federation
- Gloucestershire Association of Primary Heads
- Gloucestershire Affordable Homes Landlord Forum
- Gloucestershire Area Landlords Forum
- Gloucestershire Association of Voluntary and Community Associations
- Gloucestershire Rural Community Council
- Guinness Care and Support
- Healthwatch
- Hill Valley & Vale Children’s Centres
- Homeleigh Care Homes
- Horsfall House
- Independence Trust
- Link Homecare
- Lydney Dial-a-Ride
- The Order of St John’s
- PATA
- Physical Inclusion Network Gloucestershire
- Somerset Care Ltd
- Thera Weat
- Tibberton Early Years
- Voluntary and Community Sector Alliance
- Youth Justice, Prospects



Appendix 2 – Partners and Voluntary Sector – Discussion Guide

'Meeting the Challenge 2: Together We Can' Partners and Voluntary Sector Workshop

Discussion Guide

Gloucestershire County Council – 9 Jan 2015

8:00 – ENVENTURE AND GCC ARRIVAL TO SET UP

9:30-9:45 – PARTICIPANT ARRIVAL

GCC LEAD ON FRONT DESK

- Welcome participants and registration
- Provide all with delegates pack and tick off attendees
- Provide all with name badge and group number on the corner:
 - Group 1 Joanne to facilitate and Steve to scribe
 - Group 2 Darren to facilitate and scribe
 - Group 3 Emma to facilitate and Sidgoree to scribe
 - Group 4 Hester to facilitate and Kate to scribe

9:45-9:55 – SESSION 1 - PLENARY SESSION

- Welcome by Enventure Research and introduce the team - Dr Joanne Harvatt and Darren Ivey
- introduce GCC representatives:
 - Jo Walker: Strategic Director for Finance and Waste
 - Kath Rees: Lead Commissioner
 - Dawn Thompson
 - Emma Burchell
 - Hester Hunt
 - Steve Andrew
 - Kate Martin
 - Sidgoree Nelson
- Explain confidentiality and the Market Research Code of Conduct; participants also
 - summer 2014, looking at the Council's change in approach to the way it supports people. The Council have been looking at what people have told them and used this to draft some policies and a new strategy. Today we will be talking to you about the draft strategy and start to have some initial conversations about how we can work together to achieve some of the actions within it.
- Outline the main findings from the focus groups



- Outline how the day will work and ways of working together or 'guidelines for working together';
 - Possible ground rules that help facilitate good communication/respect
 - One person speaks at a time
 - Everyone has a right to be heard and express their views
 - Be concise and to the point – give others a chance
 - Encourage each other to have a say
 - Aim to keep on task
 - Speak for yourself and not for others
 - Aim to use language all can understand – if you don't understand feel free to ask
 - Ground rules about what is recorded
 - Check that what is recorded is what you mean
 - Everything is written on flipchart paper
 - Comments are not attributable to individuals
 - Ground rules about practical matters
 - Be careful where you walk - there are bags, stands, etc.
 - Breaks are tight - please get back promptly
 - Mobile phones and laptops off
 - We will keep to time and finish promptly at 12.45
- Location of fire exit and toilets, laptops away and mobile phones switched off/to silent
- Does anyone have any questions about the process before we begin?

9:55-10:20 SESSION 2 **PLENARY SESSION**

GCC budget challenges presentation and clarification question time

- 15 minute presentation by Jo Walker
 - On national context, finance and GCC challenges
 - Strategies for making savings and different models of delivery
- Do you have any questions that relate to the content of the presentation?
- Question and answer session (Council staff speakers Jo Walker and Kath Rees) chaired by Enventure Research) (10 mins)

JOANNE TO CHAIR AND DARREN TO HAND OUT MICS, EMMA TO NOTE TAKE
JOANNE TELL PEOPLE WHERE THEY NEED TO BE FOR SMALL GROUP WORK



10:20-11:15 SESSION 3 – ACTIVE INDIVIDUALS AND ACTIVE COMMUNITIES
BREAK OUT GROUPS

Number	Group 1	Group 2	Group 3	Group 4
Facilitator name	Joanne	Darren	Emma	Hester
Scribe name	Steve	Darren	Sidgoree	Kate

10:20-10:25- Brief introductions (5 minutes)

ASK PARTICIPANTS TO GO AROUND THE TABLE AND INTRODUCE THEMSELVES:

- What is your name?
- Who do you work for and what area do you cover?
- Where do you live and for how long have you lived there?

MODERATOR PLEASE NOTE ONLY 25 MINS PER THEME IN SESSION 3

10:25-10:50 - Active Individuals

MODERATOR TO EXPLAIN: WE ARE GOING TO LOOK AT SOME OF THE ACTIONS CONTAINED WITHIN THE STRATEGY THEN WE ARE GOING TO ASK YOU TO WORK IN GROUPS OF THREE TO DISCUSS THESE.

Working in groups

MODERATOR TO SPLIT THE GROUPS INTO THREES AND GIVE EACH GROUP **ONE ACTION SHEET FROM THE GROUP PACK** (EXAMPLES ARE SHOWN ON THE NEXT PAGES IN THE TABLES). EXPLAIN THAT HE/SHE WOULD LIKE THEM TO WORK IN GROUPS TO DISCUSS AND NOTE DOWN HOW THESE ACTIONS COULD WORK IN PRACTICE AND HOW THEY CAN CONTRIBUTE, ALSO NOTING DOWN THE BARRIERS TO IMPLEMENTING THE ACTION AS POINTS FOR FURTHER DISCUSSION.

EXPLAIN THAT THEY HAVE 8 MINUTES TO DISCUSS THIS WITH EACH OTHER AND THEN THEY WILL BE REQUIRED TO FEEDBACK A SHORT SUMMARY TO THE REST OF THE GROUP. THE GROUP WILL THEN PROVIDE SOLUTIONS TO ANY OF THE BARRIERS IDENTIFIED TO HELP MOVE FORWARD THE PROPOSED APPROACH.



Active individuals

DRAFT STRATEGY ACTION: Increase the range of services available over the Council’s website and via social media.

What does this mean? - You will be able to do more on the Council’s website and through smart phone applications, including applying for services, reporting a problem or raising a request. This will be quick and easy at any time of the day or night.

What we’ve done already – We have streamlined the Council’s website, reducing clutter by focusing on the most frequent questions that our customers ask, making it easier to navigate and introducing self-service for some transactions.

How can this work? What needs to be considered?	How can you contribute?	Barriers to implementing the action for further discussion with the rest of the group

Active individuals

DRAFT STRATEGY ACTION: Carry out a place by place review of the Council’s presence within localities, to provide more joined up access to advice, information and services and create opportunities to rationalise properties.

What does this mean? –When you need face to face contact, you will be able to speak to someone who is knowledgeable about Council services working from a recognisable and accessible multi-agency contact point, even if the building does not carry a County Council brand (in many cases this will be operated within the community by the community).

What we have done already – We are making better use of libraries to promote access to information, advice guidance and Council services, to provide internet access points and other community services and activities.

How can this work? What needs to be considered?	How can you contribute?	Barriers to implementing the action for further discussion with the rest of the group



Active individuals		
<p>DRAFT STRATEGY ACTION: Review all the information, advice and guidance services that the Council commissions to make sure that they represent the best value for money and help to signpost people to appropriate sources of help.</p> <p>What does this mean? – It will matter less which agency is responsible for which service – partners will respond to your problem or concern in a more joined up way.</p> <p>What we’ve done already - We’re moving staff and services into community or partner-owned buildings, such as is already happening in Bourton-on-the-water or at Tewkesbury Borough Council offices.</p>		
How can this work? What needs to be considered?	How can you contribute?	Barriers to implementing the action for further discussion with the rest of the group

Feeding back to the rest of the group and discussion (17 minutes)

SCRIBE TO RECORD THE DISCUSSION

Order to discuss feedback to ensure that all are covered	Group 1 & 2	Group 3 & 4
1	Increase the range of services available over the Council’s website and via social media	Review all the information, advice and guidance services that the Council commissions to make sure that they represent the best value for money and help to signpost people to appropriate sources of help
2	Carry out a place by place review of the Council’s presence within localities, to provide more joined up access to advice, information and services and create opportunities to rationalise properties	Carry out a place by place review of the Council’s presence within localities, to provide more joined up access to advice, information and services and create opportunities to rationalise properties
3	Review all the information, advice and guidance services that the Council commissions to make sure that they represent the best value for money and help to signpost people to appropriate sources of help	Increase the range of services available over the Council’s website and via social media

**Increase the range of services available over the Council's website and via social media**

- Please can you feedback what you discussed to the rest of the group, highlighting the barriers to implementing the action forward?
- MODERATOR TO POSE QUESTION TO THE REST OF THE GROUP - What solutions/ways of moving forward do you have/can you think of that could help move forward this action?

Carry out a place by place review of the Council's presence within localities, to provide a more joined up access to advice, information and services and create opportunities to rationalise properties

- Please can you feedback what you discussed to the rest of the group, highlighting the barriers to implementing the action?
- MODERATOR TO POSE QUESTION TO THE REST OF THE GROUP - What solutions/ways of moving forward do you have/can you think of that could help move forward this action?

Review all the information and advice and guidance services that the Council commissions to make sure that they represent the best value for money and help to signpost people to appropriate sources of help

- Please can you feedback what you discussed to the rest of the group, highlighting the barriers to implementing the action?
- MODERATOR TO POSE QUESTION TO THE REST OF THE GROUP - What solutions/ways of moving forward do you have/can you think of that could help move forward this action?

10:50-11:15 - Active Communities

MODERATOR TO EXPLAIN: WE ARE GOING TO LOOK AT SOME OF THE ACTIONS CONTAINED WITHIN THE STRATEGY, THEN WE ARE GOING TO ASK YOU TO WORK IN GROUPS TO DISCUSS THESE.

Working in groups

MODERATOR TO SPLIT THE GROUPS INTO THREES AND GIVE EACH GROUP **ONE ACTION SHEET FROM THE GROUP PACK** (EXAMPLES ARE SHOWN ON THE NEXT PAGES IN THE TABLES). EXPLAIN THAT HE/SHE WOULD LIKE THEM IN GROUPS TO DISCUSS AND NOTE DOWN HOW THESE ACTIONS COULD WORK IN PRACTICE AND HOW THEY CAN CONTRIBUTE, ALSO NOTING DOWN THE BARRIERS TO IMPLEMENTING THE ACTION AS POINTS FOR FURTHER DISCUSSION. **EXPLAIN THAT THEY HAVE 8 MINUTES TO DISCUSS THIS WITH EACH OTHER AND THEN THEY WILL BE REQUIRED TO FEEDBACK A SHORT SUMMARY TO THE REST OF THE GROUP.** THE GROUP WILL THEN PROVIDE SOLUTIONS TO ANY OF THE BARRIERS IDENTIFIED TO HELP MOVE FORWARD THE PROPOSED APPROACH.



Active communities		
<p>DRAFT STRATEGY ACTION: Consult with communities on the Council’s approach to community capacity building</p> <p>What is community capacity building? – Activities, resources and support that strengthen the skills, abilities and confidence of people and community groups to take effective action and leading roles in the development of communities.</p> <p>Example of where community capacity building is already happening - The Big Community offer – has provided funding and support to communities that run their own libraries. The Council’s support included financial assistance, provision of equipment, IT and library management systems.</p>		
How can this work? What needs to be considered?	How can you contribute?	Barriers to implementing the action for further discussion with the rest of the group

Active communities		
<p>DRAFT STRATEGY ACTION: Continue to make funds available at a local level to respond to the specific needs of local communities</p> <p>What have we done? We have awarded a number of grants to community groups to improve the footfall of their community facilities, such as village halls (ComBI Grants). We also have the Active Communities grant scheme. Its purpose is to promote the wellbeing of people of all ages in Gloucestershire by helping them stay active and healthy through increased opportunities for sport and physical activity.</p>		
How can this work? What needs to be considered?	How can you contribute?	Barriers to implementing the action for further discussion with the rest of the group

Active communities		
<p>DRAFT STRATEGY ACTION: Work with community groups that are service user led to build their capacity and their voice</p> <p>What does this mean? - We will work with partners so that communities receive joined up support, and will involve communities in commissioning and designing services so that they make the most of the skills that already exist amongst service users and communities.</p> <p>Example- Gloucestershire Voices – the Learning Disability service user led organisation has helped service users to develop an increased level of self-reliance. Activities include bus buddies, quality checking services and producing material for service users to use when shaping Council services.</p>		
How can this work? What needs to be considered?	How can you contribute?	Barriers to implementing the action for further discussion with the rest of the group



Feeding back to the rest of the group and discussion (17 minutes)

SCRIBE TO RECORD THE DISCUSSION

Order to discuss feedback to ensure that all are covered	Group 1 & 2	Group 3 & 4
1	Consult with communities on the Council’s approach to community capacity building	Work with community groups that are service user led to build their capacity and their voice
2	Continue to make funds available at a local level to respond to the specific needs of local communities	Continue to make funds available at a local level to respond to the specific needs of local communities
3	Work with community groups that are service user led to build their capacity and their voice	Consult with communities on the Council’s approach to community capacity building

Consult with communities on the Council’s approach to community capacity building

- Please can you feedback what you discussed to the rest of the group, highlighting the barriers to implementing the action?
- MODERATOR TO POSE QUESTION TO THE REST OF THE GROUP - What solutions/ways of moving forward do you have/can you think of that could help move forward this action?

Continue to make funds available at a local level to respond to the specific needs of local communities

- Please can you feedback what you discussed to the rest of the group, highlighting the barriers to implementing the action?
- MODERATOR TO POSE QUESTION TO THE REST OF THE GROUP - What solutions/ways of moving forward do you have/can you think of that could help move forward this action?

Work with community groups that are service user led to build their capacity and their voice

- Please can you feedback what you discussed to the rest of the group, highlighting the barriers to implementing the action?
- MODERATOR TO POSE QUESTION TO THE REST OF THE GROUP - What solutions/ways of moving forward do you have/can you think of that could help move forward this action?

MODERATOR TO TELL PEOPLE THEY NEED TO BE IN THEIR BREAK OUT GROUPS AFTER THE BREAK

11:15 -11:25 break



11:25-12:35 SESSION 4 – GETTING PEOPLE BACK TO INDEPENDENCE AND BEING THERE WHEN WE ARE NEEDED MOST
BREAK OUT GROUPS

MODERATOR PLEASE NOTE ONLY 30 MINS PER THEME IN SESSION 4

11:25-11:55 - Getting People Back to Independence

MODERATOR TO EXPLAIN: WE ARE GOING TO LOOK AT SOME OF THE ACTIONS CONTAINED WITHIN THE STRATEGY THEN WE ARE GOING TO ASK YOU TO WORK IN GROUPS TO DISCUSS THESE.

Working in groups

MODERATOR TO SPLIT THE GROUPS INTO THREES AND GIVE EACH GROUP **ONE ACTION SHEET FROM THE GROUP PACK** (EXAMPLES ARE SHOWN ON THE NEXT PAGES IN THE TABLES). EXPLAIN THAT HE/SHE WOULD LIKE THEM IN GROUPS TO DISCUSS AND NOTE DOWN HOW THESE ACTIONS COULD WORK IN PRACTICE AND HOW THEY CAN CONTRIBUTE, ALSO NOTING DOWN THE BARRIERS TO IMPLEMENTING THE ACTION AS POINTS FOR FURTHER DISCUSSION.

EXPLAIN THAT THEY HAVE 10 MINUTES TO DISCUSS THIS WITH EACH OTHER AND THEN THEY WILL BE REQUIRED TO FEEDBACK A SHORT SUMMARY TO THE REST OF THE GROUP. THE GROUP WILL THEN PROVIDE SOLUTIONS TO ANY OF THE BARRIERS IDENTIFIED TO HELP MOVE FORWARD THE PROPOSED APPROACH.

Getting People Back to Independence		
<p>DRAFT STRATEGY ACTION: Provide a stronger focus on helping people back to independence What does this mean? Getting assistance and support so people are able to live the life they want: e.g. through taking part in the community (attending lunch clubs) and doing things for themselves.</p>		
<p>How will this look?</p> <ul style="list-style-type: none"> • People will be considered to be the 'expert' on how they want to live their lives • People will have the information they need to help them decide on what care and support they need • Following a hospital stay more people regain their confidence and independence, allowing them to return home • There is extra support for carers, especially where they are struggling and older people are at risk of coming into care or having repeat hospital admissions • People can avoid going into hospital with the help of social care teams and GPs 		
How can this work? What needs to be considered?	How can you contribute?	Barriers to implementing the action for further discussion with the rest of the group



Getting People Back to Independence		
DRAFT STRATEGY ACTION: Work with schools, health and other partners to establish a clear and comprehensive early help offer for children and families		
What does this mean? – There will be a focus on short-term help to make a lasting difference. Families can get caught up in a referral process when what they really need is quick access to help and support.		
How can this work? What needs to be considered?	How can you contribute?	Barriers to implementing the action for further discussion with the rest of the group

Getting People Back to Independence		
DRAFT STRATEGY ACTION: Shift investment in support for vulnerable individuals towards intervention to get people back to independence and developing community support		
What does this mean? - We will provide more intensive support at an early stage and focus on rebuilding people’s confidence to help them look after themselves.		
How can this work? What needs to be considered?	How can you contribute?	Barriers to implementing the action for further discussion with the rest of the group

Feeding back to the rest of the group and discussion (20 minutes)

SCRIBE TO RECORD THE DISCUSSION

Order to discuss feedback to ensure that all are covered	Group 1 & 2	Group 3 & 4
1	Provide a stronger focus on helping people back to independence	Shift investment in support for vulnerable individuals towards intervention to get people back to independence and developing community support
2	Work with schools, health and other partners to establish a clear and comprehensive early help offer for children and families	Work with schools, health and other partners to establish a clear and comprehensive early help offer for children and families
3	Shift investment in support for vulnerable individuals towards intervention to get people back to independence and developing community support	Provide a stronger focus on helping people back to independence



Provide a stronger focus on helping people back to independence

- Please can you feedback what you discussed to the rest of the group, highlighting the barriers to implementing the action?
- MODERATOR TO POSE QUESTION TO THE REST OF THE GROUP - What solutions/ways of moving forward do you have/can you think of that could help move forward this action?

Work with schools, health and other partners to establish a clear comprehensive early help offer for children and families

- Please can you feedback what you discussed to the rest of the group, highlighting the barriers to implementing the action?
- MODERATOR TO POSE QUESTION TO THE REST OF THE GROUP - What solutions/ways of moving forward do you have/can you think of that could help move forward this action?

Shift investment in support for vulnerable individuals towards intervention to get people back to independence and developing community support

- Please can you feedback what you discussed to the rest of the group, highlighting the barriers to implementing the action?
- MODERATOR TO POSE QUESTION TO THE REST OF THE GROUP - What solutions/ways of moving forward do you have/can you think of that could help move forward this action?



11:55-12:25 - Being There When We’re Needed Most

MODERATOR TO EXPLAIN: WE ARE GOING TO LOOK AT SOME OF THE ACTIONS CONTAINED WITHIN THE STRATEGY THEN WE ARE GOING TO ASK YOU TO WORK IN GROUPS TO DISCUSS THESE.

Working in groups

MODERATOR TO SPLIT THE GROUPS INTO THREES AND GIVE EACH GROUP **ONE ACTION SHEET FROM THE GROUP PACK** (EXAMPLES ARE SHOWN ON THE NEXT PAGES IN THE TABLES). EXPLAIN THAT HE/SHE WOULD LIKE THEM IN GROUPS TO DISCUSS AND NOTE DOWN HOW THESE ACTIONS COULD WORK IN PRACTICE AND HOW THEY CAN CONTRIBUTE, ALSO NOTING DOWN THE BARRIERS TO IMPLEMENTING THE ACTION AS POINTS FOR FURTHER DISCUSSION.

EXPLAIN THAT THEY HAVE 10 MINUTES TO DISCUSS THIS WITH EACH OTHER AND THEN THEY WILL BE REQUIRED TO FEEDBACK A SHORT SUMMARY TO THE REST OF THE GROUP. THE GROUP WILL THEN PROVIDE SOLUTIONS TO ANY OF THE BARRIERS IDENTIFIED TO HELP MOVE FORWARD THE PROPOSED APPROACH.

Being There When We’re Needed Most		
<p>DRAFT STRATEGY ACTION: Review the provision of community based services/care and rely less on residential and nursing care, to ensure people have the support they need to live at home independently</p> <p>What does this mean? – We will make more use of community based care.</p> <p>Examples of how we’ll do this -We will introduce the use of electronic call monitoring and standardise the way we purchase and provide transport for vulnerable adults.</p>		
How can this work? What needs to be considered?	How can you contribute?	Barriers to implementing the action for further discussion with the rest of the group

Being There When We’re Needed Most		
<p>DRAFT STRATEGY ACTION: Simplify the process for Direct Payments across personal social care and health budgets –</p> <p>What does this mean? – We are doing well with providing service users with personal budgets but do not currently make as much use as we can in putting people’s budgets directly in their control.</p>		
How can this work? What needs to be considered?	How can you contribute?	Barriers to implementing the action for further discussion with the rest of the group



Being There When We're Needed Most		
DRAFT STRATEGY ACTION: Develop alternative options for children, especially teenagers, to avoid them needing to come into care (intervention)		
What does this mean? - Our aim is to reduce the number of children in care by helping families to avoid getting to the point of crisis.		
How can this work? What needs to be considered?	How can you contribute?	Barriers to implementing the action for further discussion with the rest of the group

Feeding back to the rest of the group and discussion (20 minutes)

SCRIBE TO RECORD THE DISCUSSION

Order to discuss feedback to ensure that all are covered	Group 1 & 2	Group 3 & 4
1	Review the provision of community based services/care and rely less on residential and nursing care, to ensure people have the support they need to live at home independently	Develop alternative options for children, especially teenagers, to avoid them needing to come into care (intervention)
2	Direct Payments across personal social care and health budgets – simplifying	Direct Payments across personal social care and health budgets – simplifying
3	Develop alternative options for children, especially teenagers, to avoid them needing to come into care (intervention)	Review the provision of community based services/care and rely less on residential and nursing care, to ensure people have the support they need to live at home independently

Review the provision of community based services/care and rely less on residential and nursing care, to ensure people have the support they need to live at home independently

- Please can you feedback what you discussed to the rest of the group, highlighting the barriers to implementing the action?
- MODERATOR TO POSE QUESTION TO THE REST OF THE GROUP - What solutions/ways of moving forward do you have/can you think of that could help move forward this action?

Direct Payments across personal social care and health budgets – simplifying

- Please can you feedback what you discussed to the rest of the group, highlighting the barriers to implementing the action?



- MODERATOR TO POSE QUESTION TO THE REST OF THE GROUP - What solutions/ways of moving forward do you have/can you think of that could help move forward this action?

Develop alternative options for children, especially teenagers, to avoid them needing to come into care (intervention)

- Please can you feedback what you discussed to the rest of the group, highlighting the barriers to implementing the action?
- MODERATOR TO POSE QUESTION TO THE REST OF THE GROUP - What solutions/ways of moving forward do you have/can you think of that could help move forward this action?

MODERATOR TO CHOOSE THE ISSUE THAT THAT CREATED THE MOST DISCUSSION WITHIN THEIR GROUPS TO FEEDBACK TO THE REST OF THE WORKSHOP OR IF TIME THE GROUP TO DECIDE (5 minutes)

12:35 – 12:45 SESSION 5 ROUND UP

Feedback from small group sessions

EACH MODERATOR TO FEEDBACK THE ONE MAIN POINT FROM THE GROUP EACH MODERATOR HAS ONE-TWO MINUTES TO PRESENT

- JOANNE TO THANK PARTICIPANTS AND OUTLINE THE NEXT STEPS

12:45 DAY ENDS

- Completion of post-workshop questionnaire during the workshop and hand in on way out to Emma on the way out
- Please also hand in your name badges to Emma
- Ask attendees to take away the strategy and questionnaire and complete and return using the freepost envelopes

ALL STAFF TO HELP SET UP FOR THE NEXT WORKSHOP



Appendix 3 – Workforce Workshop – Discussion Guide

Meeting the Challenge 2: Together We Can Workforce Workshop Discussion Guide Gloucestershire County Council – 9 Jan 2015

13:00 – SET UP

13:30 – 13:45 PARTICIPANT ARRIVAL

GCC LEAD ON FRONT DESK

- Welcome participants and registration
- Provide all with delegates pack and tick off attendees
- Provide all with name badge and group number on the corner:
 - Group 1: Joanne Harvatt to facilitate and Steve to scribe
 - Group 2: Darren to facilitate and scribe
 - Group 3: Emma to facilitate and Kate to scribe
 - Group 4: Hester to facilitate and Louise to scribe
 - Group 5: Sidgoree to facilitate and Dawn to scribe

13:45-13:55 – SESSION 1 PLENARY SESSION

- Welcome by Enventure Research and introduce the team - Dr Joanne Harvatt and Darren Ivey
- introduce GCC representatives:
 - Jo Walker: Strategic Director for Finance and Waste
 - Kath Rees: Lead Commissioner
 - Dawn Thompson
 - Emma Burchell
 - Hester Hunt
 - Sidgoree Nelson
 - Steve Andrew
 - Kate Martin
 - Louise Clack
- Explain confidentiality and the Market Research Code of Conduct, participants also to respect the confidentiality of others
 - This workshop is part of a wide-ranging consultation campaign, which began in summer 2014, looking at the Council's change in approach to the way it supports people. The Council have been looking at what people have told them and used this to draft some policies and a new strategy. Today we will be talking to you about the draft strategy and start to have some initial conversations about how we can work together to achieve some of the actions within it.
- Outline the main findings from the focus groups



- Outline how the day will work and ways of working together or 'guidelines for working together';
 - Possible ground rules that help facilitate good communication/respect
 - One person speaks at a time
 - Everyone has a right to be heard and express their views
 - Be concise and to the point – give others a chance
 - Encourage each other to have a say
 - Aim to keep on task
 - Speak for yourself and not for others
 - Aim to use language all can understand – if you don't understand feel free to ask
 - Ground rules about what is recorded
 - Check that what is recorded is what you mean
 - Everything is written on flipchart paper
 - Comments are not attributable
 - Ground rules about practical matters
 - Be careful where you walk - there are bags, stands, etc.
 - Breaks are tight - please get back promptly
 - Mobile phones and laptops off
 - We will keep to time and finish promptly at 16:30
- Location of fire exit and toilets, laptops away and mobile phones switched off/to silent
- Does anyone have any questions about the process before we begin?

13:55-14:20 SESSION 2 - PLENARY SESSION

GCC budget challenges presentation and clarification question time

- 15 minute presentation by Jo Walker
 - On national context, finance and GCC Challenges
 - Strategies for making savings and different models of delivery
- Do you have any questions that relate to the content of the presentation?
- Question and answer session (Council staff speakers Jo Walker and Kath Rees) chaired by Enventure Research) (10 mins)

JOANNE TO CHAIR AND DARREN TO HAND OUT MICS, EMMA TO NOTE TAKE
 JOANNE TELL PEOPLE WHERE THEY NEED TO BE FOR SMALL GROUP WORK

14:20-15:15 SESSION 3 – ACTIVE INDIVIDUALS AND ACTIVE COMMUNITIES
BREAK OUT GROUPS

Number	Group 1	Group 2	Group 3	Group 4	Group 5
Facilitator name	Joanne	Darren	Emma	Hester	Sidgoree
Scribe name	Steve	Darren	Kate	Louise	Dawn



14:20-14:25- Brief introductions (5 minutes)

ASK PARTICIPANTS TO GO AROUND THE TABLE AND INTRODUCE THEMSELVES:

- What is your name?
- What is your role within the Council, and how long you have worked for the Council?

MODERATOR PLEASE NOTE ONLY 25 MINS PER THEME IN SESSION 3

14:25-14:50 - Active Individuals

MODERATOR TO EXPLAIN: WE ARE GOING TO LOOK AT SOME OF THE ACTIONS CONTAINED WITHIN THE STRATEGY THEN WE ARE GOING TO ASK YOU TO WORK IN GROUPS OF THREE TO DISCUSS THESE.

Working in groups (8 minutes)

MODERATOR TO SPLIT THE GROUPS INTO THREES AND GIVE EACH GROUP **ONE ACTION SHEET FROM THE GROUP PACK** (EXAMPLES ARE SHOWN ON THE NEXT PAGES IN THE TABLES). EXPLAIN THAT HE/SHE WOULD LIKE THEM IN GROUPS TO DISCUSS AND NOTE DOWN HOW THESE ACTIONS COULD WORK IN PRACTICE AND HOW THEY CAN CONTRIBUTE, ALSO NOTING DOWN THE BARRIERS TO IMPLEMENTING THE ACTION AS POINTS FOR FURTHER DISCUSSION.

EXPLAIN THAT THEY HAVE 5-8 MINUTES TO DISCUSS THIS WITH EACH OTHER AND THEN THEY WILL BE REQUIRED TO FEEDBACK A SHORT SUMMARY TO THE REST OF THE GROUP. THE GROUP WILL THEN PROVIDE SOLUTIONS TO ANY OF THE BARRIERS IDENTIFIED TO HELP MOVE FORWARD THE PROPOSED APPROACH.



Active individuals		
<p>DRAFT STRATEGY ACTION: Increase the range of services available over the Council’s website and via social media</p> <p>What does this mean? - You will be able to do more on the Council’s website and through smart phone applications, including applying for services, reporting a problem or raising a request. This will be quick and easy at any time of the day or night.</p> <p>What we’ve done already – We have streamlined the Council’s website, reducing clutter by focusing on the most frequent questions that our customers ask, making it easier to navigate and introducing self-service for some transactions.</p>		
How can this work? What needs to be considered?	How can you contribute?	Barriers to implementing the action for further discussion with the rest of the group

Active individuals		
<p>DRAFT STRATEGY ACTION: Carry out a place by place review of the Council’s presence within localities, to provide more joined up access to advice, information and services and create opportunities to rationalise properties</p> <p>What does this mean? – When you need face to face contact, you will be able to speak to someone who is knowledgeable about Council services working from a recognisable and accessible multi-agency contact point, even if the building does not carry a County Council brand (in many cases this will be operated within the community by the community).</p> <p>What we have done already – We are making better use of libraries to promote access to information, advice guidance and Council services, to provide internet access points and other community services and activities.</p>		
How can this work? What needs to be considered?	How can you contribute?	Barriers to implementing the action for further discussion with the rest of the group

Active individuals		
<p>DRAFT STRATEGY ACTION: Review all the information, advice and guidance services that the Council commissions to make sure that they represent the best value for money and help to signpost people to appropriate sources of help</p> <p>What does this mean? – It will matter less which agency is responsible for which service – partners will respond to your problem or concern in a more joined up way.</p> <p>What we’ve done already - We’re moving staff and services into community or partner-owned buildings, such as is already happening in Bourton-on-the-water or at Tewkesbury Borough Council offices.</p>		
How can this work? What needs to be considered?	How can you contribute?	Barriers to implementing the action for further discussion with the rest of the group



Feeding back to the rest of the group and discussion (17 minutes, 5-6 mins each topic)

SCRIBE TO RECORD THE DISCUSSION

Order to discuss feedback to ensure that all are covered	Group 1 & 2	Group 3 & 4 & 5
1	Increase the range of services available over the Council’s website and via social media	Review all the information, advice and guidance services that the Council commissions to make sure that they represent the best value for money and help to signpost people to appropriate sources of help
2	Carry out a place by place review of the Council’s presence within localities, to provide a more joined up access to advice, information and services and create opportunities to rationalise properties	Carry out a place by place review of the Council’s presence within localities, to provide a more joined up access to advice, information and services and create opportunities to rationalise properties
3	Review all the information, advice and guidance services that the Council commissions to make sure that they represent the best value for money and help to signpost people to appropriate sources of help	Increase the range of services available over the Council’s website and via social media

Increase the range of services available over the Council’s website and via social media

- Please can you feedback what you discussed to the rest of the group, highlighting the barriers to implementing the action?
- MODERATOR TO POSE QUESTION TO THE REST OF THE GROUP - What solutions/ways of moving forward do you have/can you think of that could help move forward this action?

Carry out a place by place review of the Council’s presence within localities, to provide a more joined up access to advice, information and services and create opportunities to rationalise properties

- Please can you feedback what you discussed to the rest of the group, highlighting the barriers to implementing the action?
- MODERATOR TO POSE QUESTION TO THE REST OF THE GROUP - What solutions/ways of moving forward do you have/can you think of that could help move forward this action?



Review all the information and advice and guidance services that the Council commissions to make sure that they represent the best value for money and help to signpost people to appropriate sources of help

- Please can you feedback what you discussed to the rest of the group, highlighting the barriers to implementing the action?
- MODERATOR TO POSE QUESTION TO THE REST OF THE GROUP - What solutions/ways of moving forward do you have/can you think of that could help move forward this action?

14:50-15:15 - Active Communities

MODERATOR TO EXPLAIN: WE ARE GOING TO LOOK AT SOME OF THE ACTIONS CONTAINED WITHIN THE STRATEGY THEN WE ARE GOING TO ASK YOU TO WORK IN GROUPS TO DISCUSS THESE.

Working in groups (8 minutes)

MODERATOR TO SPLIT THE GROUPS INTO THREES AND GIVE EACH GROUP **ONE ACTION SHEET FROM THE GROUP PACK** (EXAMPLES ARE SHOWN ON THE NEXT PAGES IN THE TABLES). EXPLAIN THAT HE/SHE WOULD LIKE THEM IN GROUPS TO DISCUSS AND NOTE DOWN HOW THESE ACTIONS COULD WORK IN PRACTICE AND HOW THEY CAN CONTRIBUTE, ALSO NOTING DOWN THE BARRIERS TO IMPLEMENTING THE ACTION AS POINTS FOR FURTHER DISCUSSION. **EXPLAIN THAT THEY HAVE 5-8 MINUTES TO DISCUSS THIS WITH EACH OTHER AND THEN THEY WILL BE REQUIRED TO FEEDBACK A SHORT SUMMARY TO THE REST OF THE GROUP.** THE GROUP WILL THEN PROVIDE SOLUTIONS TO ANY OF THE BARRIERS IDENTIFIED TO HELP MOVE FORWARD THE PROPOSED APPROACH.

Active communities		
<p>DRAFT STRATEGY ACTION: Consult with communities on the Council’s approach to community capacity building</p> <p>What is community capacity building? – Activities, resources and support that strengthen the skills, abilities and confidence of people and community groups to take effective action and leading roles in the development of communities.</p> <p>Example of where community capacity building is already happening - The Big Community offer has provided funding and support to communities that run their own libraries. The Council’s support included financial assistance, provision of equipment, IT and library management systems.</p>		
How can this work? What needs to be considered?	How can you contribute?	Barriers to implementing the action for further discussion with the rest of the group



Active communities		
DRAFT STRATEGY ACTION: Continue to make funds available at a local level to respond to the specific needs of local communities		
<p>What have we done? We have awarded a number of grants to community groups to improve the footfall of their community facilities such as village halls (ComBI Grants). We also have the Active Communities grant scheme. Its purpose is to promote the wellbeing of people of all ages in Gloucestershire by helping them stay active and healthy through increased opportunities for sport and physical activity.</p>		
How can this work? What needs to be considered?	How can you contribute?	Barriers to implementing the action for further discussion with the rest of the group

Active communities		
DRAFT STRATEGY ACTION: Work with community groups that are service user led to build their capacity and their voice		
<p>What does this mean? - We will work with partners so that communities receive joined up support and will involve communities in commissioning and designing services so that they make the most of the skills that already exist amongst service users and communities.</p> <p>Example - Gloucestershire Voices – the Learning Disability service user led organisation- has helped service users to develop an increased level of self-reliance. Activities include bus buddies, quality checking services and producing material for service users to use when shaping Council services.</p>		
How can this work? What needs to be considered?	How can you contribute?	Barriers to implementing the action for further discussion with the rest of the group

Feeding back to the rest of the group and discussion (17 minutes)

SCRIBE TO RECORD THE DISCUSSION

Order to discuss feedback to ensure that all are covered	Group 1 & 2	Group 3 & 4 & 5
1	Consult with communities on the Council’s approach to community capacity building	Work with community groups that are service user led to build their capacity and their voice
2	Continue to make funds available at a local level to respond to the specific needs of local communities	Continue to make funds available at a local level to respond to the specific needs of local communities
3	Work with community groups that are service user led to build their capacity and their voice	Consult with communities on the Council’s approach to community capacity building



Consult with communities on the Council's approach to community capacity building

- Please can you feedback what you discussed to the rest of the group, highlighting the barriers to implementing the action?
- MODERATOR TO POSE QUESTION TO THE REST OF THE GROUP - What solutions/ways of moving forward do you have/can you think of that could help move forward this action?

Continue to make funds available at a local level to respond to the specific needs of local communities

- Please can you feedback what you discussed to the rest of the group, highlighting the barriers to implementing the action?
- MODERATOR TO POSE QUESTION TO THE REST OF THE GROUP - What solutions/ways of moving forward do you have/can you think of that could help move forward this action?

Work with community groups that are service user led to build their capacity and their voice

- Please can you feedback what you discussed to the rest of the group, highlighting the barriers to implementing the action?
- MODERATOR TO POSE QUESTION TO THE REST OF THE GROUP - What solutions/ways of moving forward do you have/can you think of that could help move forward this action?

MODERATOR TO TELL PEOPLE THEY NEED TO BE IN THEIR BREAK OUT GROUPS AFTER THE BREAK

15:15 -15:25 break

15:25-16:20 SESSION 4 – GETTING PEOPLE BACK TO INDEPENDENCE, BEING THERE WHEN WE ARE NEEDED MOST AND GETTING OUR OWN HOUSE IN ORDER **BREAK OUT GROUPS**

MODERATOR PLEASE NOTE ONLY 15-20 MINS PER THEME IN SESSION 4

15:25-15:45 - Getting People Back to Independence

MODERATOR TO EXPLAIN: WE ARE GOING TO LOOK AT SOME OF THE ACTIONS CONTAINED WITHIN THE STRATEGY THEN WE ARE GOING TO ASK YOU TO WORK IN GROUPS TO DISCUSS THESE.

Working in groups

MODERATOR TO SPLIT THE GROUPS INTO THREES AND GIVE EACH GROUP **ONE ACTION SHEET FROM THE GROUP PACK** (EXAMPLES ARE SHOWN ON THE NEXT PAGES IN THE TABLES). EXPLAIN THAT HE/SHE WOULD LIKE THEM IN GROUPS TO DISCUSS AND NOTE DOWN HOW THESE ACTIONS COULD WORK IN PRACTICE AND HOW THEY CAN CONTRIBUTE, ALSO NOTING DOWN THE BARRIERS TO IMPLEMENTING THE ACTION AS POINTS FOR FURTHER DISCUSSION.

EXPLAIN THAT THEY HAVE 5-8 MINUTES TO DISCUSS THIS WITH EACH OTHER AND THEN THEY WILL BE REQUIRED TO FEEDBACK A SHORT SUMMARY TO THE REST OF THE GROUP. THE GROUP WILL THEN PROVIDE SOLUTIONS TO ANY OF THE BARRIERS IDENTIFIED TO HELP MOVE FORWARD THE PROPOSED APPROACH.



Getting People Back to Independence

DRAFT STRATEGY ACTION: Provide a stronger focus on helping people back to independence

What does this mean? Getting assistance and support so people are able to live the life they want, e.g. through taking part in the community (attending lunch clubs) and doing things for themselves.

How will this look?

- People will be considered to be the 'expert' on how they want to live their lives
- People will have the information they need to help them decide on what care and support they need
- Following a hospital stay, more people regain their confidence and independence allowing them to return home
- There is extra support for carers, especially where they are struggling and older people are at risk of coming into care or having repeat hospital admissions
- People can avoid going into hospital with the help of social care teams and GPs

How can this work? What needs to be considered?	How can you contribute?	Barriers to implementing the action for further discussion with the rest of the group

Getting People Back to Independence

DRAFT STRATEGY ACTION: Work with schools, health and other partners to establish a clear comprehensive early help offer for children and families

What does this mean? – There will be a focus on short-term help to make a lasting difference. Families can get caught up in a referral process when what they really need is quick access to help and support.

How can this work? What needs to be considered?	How can you contribute?	Barriers to implementing the action for further discussion with the rest of the group

Getting People Back to Independence

DRAFT STRATEGY ACTION: Shift investment in support for vulnerable individuals towards intervention to get people back to independence and developing community support

What does this mean? - We will provide more intensive support at an early stage and focus on rebuilding people's confidence to help them look after themselves.

How can this work? What needs to be considered?	How can you contribute?	Barriers to implementing the action for further discussion with the rest of the group



Feeding back to the rest of the group and discussion (12-15 minutes)

SCRIBE TO RECORD THE DISCUSSION

Order to discuss feedback to ensure that all are covered	Group 1 & 2	Group 3 & 4 & 5
1	Provide a stronger focus on helping people back to independence	Shift investment in support for vulnerable individuals towards intervention to get people back to independence and developing community support
2	Work with schools, health and other partners to establish a clear and comprehensive early help offer for children and families	Work with schools, health and other partners to establish a clear and comprehensive early help offer for children and families
3	Shift investment in support for vulnerable individuals towards intervention to get people back to independence and developing community support	Provide a stronger focus on helping people back to independence

Provide a stronger focus on helping people back to independence

- Please can you feedback what you discussed to the rest of the group, highlighting the barriers to implementing the action?
- MODERATOR TO POSE QUESTION TO THE REST OF THE GROUP - What solutions/ways of moving forward do you have/can you think of that could help move forward this action?

Work with schools, health and other partners to establish a clear comprehensive early help offer for children and families

- Please can you feedback what you discussed to the rest of the group, highlighting the barriers to implementing the action?
- MODERATOR TO POSE QUESTION TO THE REST OF THE GROUP - What solutions/ways of moving forward do you have/can you think of that could help move forward this action?

Shift investment in support for vulnerable individuals towards intervention to get people back to independence and developing community support

- Please can you feedback what you discussed to the rest of the group, highlighting the barriers to implementing the action?
- MODERATOR TO POSE QUESTION TO THE REST OF THE GROUP - What solutions/ways of moving forward do you have/can you think of that could help move forward this action?



15:45-16:05 - Being There When We’re Needed Most

MODERATOR TO EXPLAIN: WE ARE GOING TO LOOK AT SOME OF THE ACTIONS CONTAINED WITHIN THE STRATEGY THEN WE ARE GOING TO ASK YOU TO WORK IN GROUPS TO DISCUSS THESE.

Working in groups

MODERATOR TO SPLIT THE GROUPS INTO THREES AND GIVE EACH GROUP **ONE ACTION SHEET FROM THE GROUP PACK** (EXAMPLES ARE SHOWN ON THE NEXT PAGES IN THE TABLES). EXPLAIN THAT HE/SHE WOULD LIKE THEM IN GROUPS TO DISCUSS AND NOTE DOWN HOW THESE ACTIONS COULD WORK IN PRACTICE AND HOW THEY CAN CONTRIBUTE, ALSO NOTING DOWN THE BARRIERS TO IMPLEMENTING THE ACTION AS POINTS FOR FURTHER DISCUSSION.

EXPLAIN THAT THEY HAVE 5-8 MINUTES TO DISCUSS THIS WITH EACH OTHER AND THEN THEY WILL BE REQUIRED TO FEEDBACK A SHORT SUMMARY TO THE REST OF THE GROUP. THE GROUP WILL THEN PROVIDE SOLUTIONS TO ANY OF THE BARRIERS IDENTIFIED TO HELP MOVE FORWARD THE PROPOSED APPROACH.

Being There When We’re Needed Most		
<p>DRAFT STRATEGY ACTION: Review the provision of community based services/care and rely less on residential and nursing care, to ensure people have the support they need to live at home independently</p> <p>What does this mean? – We will make more use of community based care.</p> <p>Examples of how we will do this -We will introduce the use of electronic call monitoring and standardise the way we purchase and provide transport for vulnerable adults.</p>		
How can this work? What needs to be considered?	How can you contribute?	Barriers to implementing the action for further discussion with the rest of the group

Being There When We’re Needed Most		
<p>DRAFT STRATEGY ACTION: Simplify the process for Direct Payments across personal social care and health budgets –</p> <p>What does this mean? – We are doing well with providing service users with personal budgets but do not currently make as much use as we can in putting people’s budgets directly in their control.</p>		
How can this work? What needs to be considered?	How can you contribute?	Barriers to implementing the action for further discussion with the rest of the group



Being There When We're Needed Most		
DRAFT STRATEGY ACTION: Develop alternative options for children, especially teenagers, to avoid them needing to come into care (intervention)		
What does this mean? - Our aim is to reduce the number of children in care by helping families to avoid getting to the point of crisis.		
How can this work? What needs to be considered?	How can you contribute?	Barriers to implementing the action for further discussion with the rest of the group

Feeding back to the rest of the group and discussion (12-15 minutes)

SCRIBE TO RECORD THE DISCUSSION

Order to discuss feedback to ensure that all are covered	Group 1 & 2	Group 3 & 4 & 5
1	Review the provision of community based services/care and rely less on residential and nursing care, to ensure people have the support they need to live at home independently	Develop alternative options for children, especially teenagers, to avoid them needing to come into care (intervention)
2	Direct Payments across personal social care and health budgets – simplifying	Direct Payments across personal social care and health budgets – simplifying
3	Develop alternative options for children, especially teenagers, to avoid them needing to come into care (intervention)	Review the provision of community based services/care and rely less on residential and nursing care, to ensure people have the support they need to live at home independently

Review the provision of community based services/care and rely less on residential and nursing care, to ensure people have the support they need to live at home independently

- Please can you feedback what you discussed to the rest of the group, highlighting the barriers to implementing the action?
- MODERATOR TO POSE QUESTION TO THE REST OF THE GROUP - What solutions/ways of moving forward do you have/can you think of that could help move forward this action?

Direct Payments across personal social care and health budgets – simplifying

- Please can you feedback what you discussed to the rest of the group, highlighting the barriers to implementing the action?
- MODERATOR TO POSE QUESTION TO THE REST OF THE GROUP - What solutions/ways of moving forward do you have/can you think of that could help move forward this action?



Develop alternative options for children, especially teenagers, to avoid them needing to come into care (intervention)

- Please can you feedback what you discussed to the rest of the group, highlighting the barriers to implementing the action?
- MODERATOR TO POSE QUESTION TO THE REST OF THE GROUP - What solutions/ways of moving forward do you have/can you think of that could help move forward this action?

16:05-16:20 - Getting our own house in order

MODERATOR TO EXPLAIN: WE ARE GOING TO LOOK AT SOME OF THE ACTIONS CONTAINED WITHIN THE STRATEGY THEN WE ARE GOING TO ASK YOU TO WORK IN GROUPS TO DISCUSS THESE.

Working in groups

MODERATOR TO SPLIT THE GROUPS INTO THREES AND GIVE EACH GROUP **ONE ACTION SHEET FROM THE GROUP PACK** (EXAMPLES ARE SHOWN ON THE NEXT PAGES IN THE TABLES). EXPLAIN THAT HE/SHE WOULD LIKE THEM IN GROUPS TO DISCUSS AND NOTE DOWN THE HOW THESE ACTIONS COULD WORK IN PRACTICE AND HOW THEY CAN CONTRIBUTE, ALSO NOTING DOWN THE BARRIERS TO IMPLEMENTING THE ACTION AS POINTS FOR FURTHER DISCUSSION.

EXPLAIN THAT THEY HAVE 5-8 MINUTES TO DISCUSS THIS WITH EACH OTHER AND THEN THEY WILL BE REQUIRED TO FEEDBACK A SHORT SUMMARY TO THE REST OF THE GROUP. THE GROUP WILL THEN PROVIDE SOLUTIONS TO ANY OF THE BARRIERS IDENTIFIED TO HELP MOVE FORWARD THE PROPOSED APPROACH.

Getting our own house in order		
DRAFT STRATEGY ACTION: Continue to develop our workforce to respond to the changing needs and challenges we face		
How can this work? What needs to be considered?	How can you contribute?	Barriers to implementing the action for further discussion with the rest of the group

Getting our house in order		
DRAFT STRATEGY ACTION: Continue to reduce the Council’s running costs		
How can this work? What needs to be considered?	How can you contribute?	Barriers to implementing the action for further discussion with the rest of the group



Feeding back to the rest of the group and discussion (7-10 minutes)

SCRIBE TO RECORD THE DISCUSSION

Order to discuss feedback to ensure that all are covered	Group 1 & 2	Group 3 & 4 & 5
1	Continue to develop our workforce to respond to the changing needs and challenges we face	Continue to reduce the Council’s running costs
2	Continue to reduce the Council’s running costs	Continue to develop our workforce to respond to the changing needs and challenges we face

Continue to develop our workforce to respond to the changing needs and challenges we face

- Please can you feedback what you discussed to the rest of the group, highlighting the barriers to implementing the action?
- MODERATOR TO POSE QUESTION TO THE REST OF THE GROUP - What solutions/ways of moving forward do you have/can you think of that could help move forward this action?

Continue to develop our workforce to respond to the changing needs and challenges we face

- Please can you feedback what you discussed to the rest of the group, highlighting the barriers to implementing the action?
- MODERATOR TO POSE QUESTION TO THE REST OF THE GROUP - What solutions/ways of moving forward do you have/can you think of that could help move forward this action?

MODERATOR TO CHOOSE THE ISSUE THAT CREATED THE MOST DISCUSSION WITHIN THEIR GROUPS TO FEEDBACK TO THE REST OF THE WORKSHOP OR IF TIME THE GROUP TO DECIDE

16:20 – 16:30 SESSION 5 ROUND UP

Feedback from small group sessions

EACH MODERATOR TO FEEDBACK THE ONE MAIN POINT FROM THE GROUP. EACH MODERATOR HAS ONE-TWO MINUTES TO PRESENT

- JOANNE TO THANK PARTICIPANTS AND OUTLINE THE NEXT STEPS

16:30 DAY ENDS

- Completion of post-workshop questionnaire during the workshop and hand in on way out to Emma on the way out
- Please also hand in your name badges to Emma
- Ask attendees to take away the strategy and questionnaire and complete and return using the freepost envelopes