

Report of the Strategic Director of Health and Wellbeing to the meeting of Health and Social Care Overview and Scrutiny Committee to be held on 15th December 2022

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Subject: RE-IMAGINING DAY SERVICES

Summary statement:

This report follows the Report to the Executive Committee on 5th October 2021 that recommended the creation of a Special Purpose Vehicle (SPV) and the last update to Overview & Scrutiny Committee on 18th November 2021.

EQUALITY & DIVERSITY:

The Public Sector Equality Duty under the Equality Act 2010 requires the Council when exercising its functions to have due regard to the need to:

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it
- relevant protected characteristics include age, disability, gender, sexual orientation, race, religion or belief.

A full Equality Impact Assessment (EqIA) was done in advance of the consultation with people we support prior to the decision to transfer of services from Hft to New Choices Ltd.

A full Equality Impact Assessment was also completed to support the report to the Council Executive Committee (5th October 2021) in relation to the options available in relation to the transfer of services and their subsequent transformation.

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Overview & Scrutiny Area:

Health and Social Care

1. SUMMARY

Day services are provided to people to meet their eligible adult social care needs. Day services also provide support for family carers by providing a safe occupation for their family members during the day. People have told us they want a more modern day service offer that includes more access to training, employment and volunteering opportunities. We have set up a programme called 'Re-imagining Days' and have been working with people about what changes they want to see. The council also took the step to end the former 'block contract' with Home Farm Trust who provided the majority of our day services – and have created a Special Purpose Vehicle (SPV) called 'New Choices (Bradford & District) Ltd to expedite this transformation.

2. BACKGROUND

The Re-imagining Days Programme began in order to modernise the day opportunities offer for individuals with a learning disabilities, moving away from the traditional model of 'day-care' to give people more choice and control over their lives and more of the type of day opportunities that they are telling us they want. The vision was developed together with the people who use Adult Social Care.

A series of events, known as 'The Big Conversation', took place in 2019 and sought the views of adults with learning disabilities and asked what makes a good life for them. This included a discussion about day opportunities.

The conclusion of that exercise was that people said they wanted:

- Somewhere to live where they feel safe and have their own front door
- Paid employment in an interesting job where they have colleagues and friends
- Someone to love, a relationship, marriage, children, grandchildren
- The opportunity to talk about their hopes and dreams and make these happen.

Feedback from people we support was gathered and used to inform the commissioning of the Day Activities Provider List (DAPL) framework. That feedback followed very similar themes. People told us they want:

- To be supported to stay healthy and well
- To be valued and have the respect of others
- To be part of communities that are important to them
- To be connected to where they live and where activities take place
- To be supported to achieve their goals
- To be in the company of friends
- To enjoy new things and become more confident
- To be more independent, learn new skills and get out and about
- To work and earn their own money

National evidence shows that the most successful and sustainable day opportunities have people who use the service at the heart of governing and constantly evolving that service.

User Led Organisations (ULOs), enable people with learning disabilities (with appropriate support) to decide the direction of the organisation to ensure it continues to deliver what people want. This is consistent with the Care Act 2014 in giving people choice and control of how and where they spend their adult social care budget.

Delivering a service in line with; **Bradford Council Plan 2021–2025**, the “**Joint Health and Wellbeing Strategy for Bradford and Airedale 2018–2023**, **Bradford Metropolitan District Council Market Position Statement (April 2020)** and the **Adult Social Care Commissioning Strategy 2022 -2027**.

In cases where an individual has more complex needs, health and social care professionals work in line with the principles laid out in NHS England’s [‘National Plan – Building the Right Support Update \(2022\)’](#). Developed jointly by NHS England, the LGA and ADASS, with active input from people who use services and their families, this document provides commissioners with a framework to develop more community services for people with learning disabilities and/ or autism who display behaviour that challenges, in order to enable people to live more independent lives in their community, with support, and closer to home.

Creating a more person-centred community-based model of support and encouraging more use of Personal Budgets and Direct Payments – two models of funding that puts the choice and buying of support in the hands of the people who use it, rather than the Council. The intention is to offer people more of what they want, to promote greater independence and encourage community engagement in order to improve outcomes. Re-aligning funding arrangements across Health and Social Care to stimulate new growth in the Health and Social Care economy

Service user empowerment is at the heart of our approach. User-led Organisations, Community Interest Companies (CIC), mutuals, charities and co-operatives will all be considered as part of the delivery models to support people who use day opportunities to co-own their services.

The terms ‘individuals with a learning disability’ is used throughout this document. This terms does not describe the uniqueness of each individual supported nor does it adequately relay the complexity or diversity of needs in relation to the service that is delivered.

Individual’s supported all have identified ‘eligible needs’ in relation to the Care Act and/or a primary health care need (Continuing Health Care). Support although *learning disability focused*, is delivered from a range of perspectives acknowledging and responding multiple needs; including any physical needs, sensory support needs, health and/or mental health support needs.

3. REPORT ISSUES

THE DESTINATION – ‘Smaller, Local & Led by You.’

At this stage there are challenges in being over prescriptive in terms of **what** future services will look like, what we can say is that:

People who use these services **will** be at the centre of future delivery models, there *will be*

greater user leadership and Co-production of provision and we will develop services *on a* scale that supports this.

Service design **will** support individuals' needs being met in the communities **where** they live.

We will work to identify 'fit for purpose' buildings to support those who need building-based provision but for many we will move away from a traditional service offer to an offer that supports greater social inclusion.

The current large 'block contract' with New Choices **will** be broken up and transformed. The future market will be sustainable, diverse and focused on delivering tangible outcomes to the individuals we support. Staff will be protected through this process and their terms and conditions honoured.

In terms of **when**, change will start being noticeable to service users from their next case review (Social Work and/or Continuing Health Care). Services will start to look different from the beginning of next year i.e. January 2023, particularly if you live in Keighley or Shipley.

USER LEADERSHIP (citizen leadership)

The complexities associated with enabling User Leadership are not underestimated. For many (but not all) current provision has a very traditional feel and the migration to a service lead or co-produced by the individuals it supports may seem like a significant journey. This is a reflection of the Council's failure in the past to transform services. We have recognised the need to identify resources to address these issues and to focus on what works well elsewhere as we develop future operating models.

We will ensure co-production is embedded within all the workstreams. Practical challenges will need to be addressed to ensure those who use services (and their families) are part of the workstreams and can sit directly on the programme board.

DAY ACTIVITIES PROVIDER LIST (DAPL) FRAMEWORK

As detailed in the report to Overview and Scrutiny on 18th November 2021 (See background documents) The Daytime Activities Provider List (DAPL) tender was published on the 6th January 2021, was live from the 12th April 2021 and will be in place until the 5th January 2031.

It was created with the intention of:

- **Widening the range of options available to people** by encouraging new providers to apply or existing providers to provide a more diverse offer
- **Improving quality across commissioned daytime activities providers:** by introducing a quality framework and providing training for providers.
- **Improving the contractual basis on which services were offered** by running a tender process with clear expectations of Providers.
- **Putting in place a consistent, simplified payment structure for all commissioned daytime activity providers:** by standardising payment for daytime activities.

New Choices and the Commissioning team supported by Social Work leads have baselined all of New Choices Services and agreed a strategy to migrate way from the current 'block payment' to a payment structure driven by the rates associated with the DAPL and linked directly to the service individuals actually receive.

This payment migration started on 3rd October 2022, for individuals supported by New Choices in the Keighley area, and will be completed for all individuals supported by New Choices by 6th February 2023.

NEW CHOICES LTD 'KEY PARTNER'

Created in response to the Councils' Executive Committee's decision on 5th October 2021 New Choices (Bradford & District) Ltd became operational on 1st April 2022 and is a key partner in this journey.

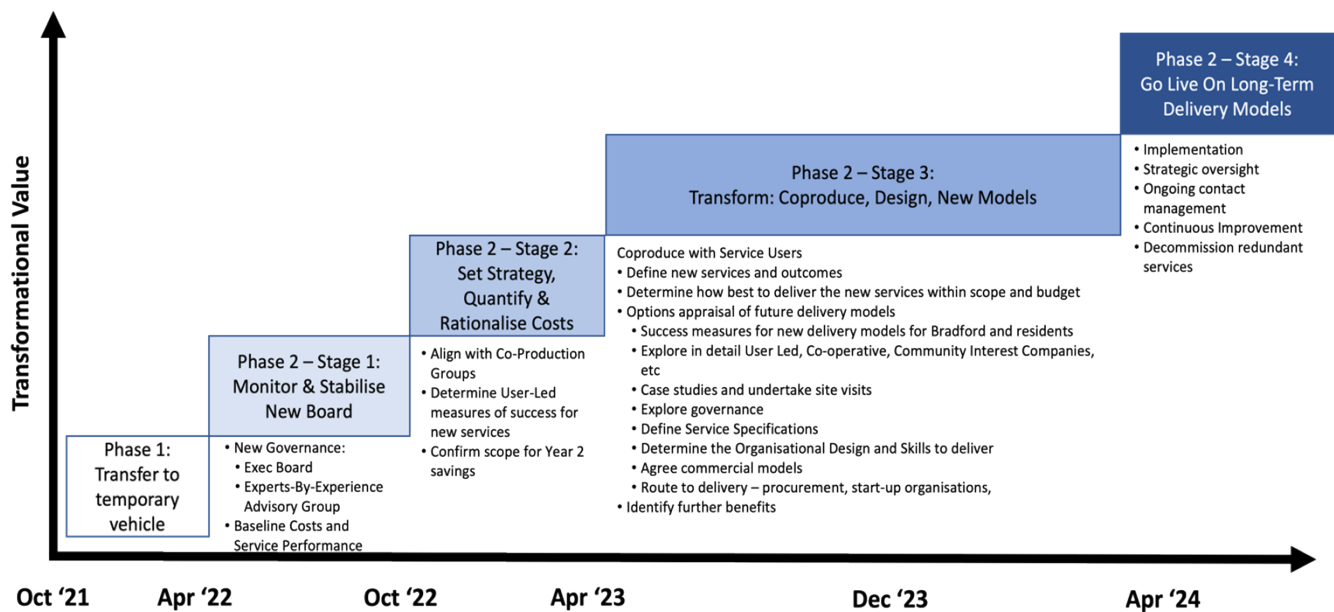
New Choices is currently delivering close to 80% of our day opportunity support to individuals with a Learning Disability, it is by far the most significant provider in the current market. Created as a temporary (Council-owned) legal entity to be transformed over two financial years (2022-24).

New Choices, in line with our Re-imagining Days strategy, and as detailed in the business plan will 'stimulate the local learning disabilities day opportunities market and systemically shrink by:-

- Drawing on insight from social work reviews and ongoing service user engagement to define the future services required
- Leveraging other community offers to tailor their support to suit the needs of individuals
- Developing new user-led/co-led organisations to address gaps in the market
- Reducing unnecessary cost'

NEW CHOICES – TRANSFORMATION TO DATE

The transformation roadmap with tentative timelines shown in the figure below clearly defines the four stages of the 24-month transformation programme that the management team will deliver:



LOCALITY FOCUSED STEPS

Driven by ‘what people want’ and in partnership with our Community Teams for Individuals with a Learning Disability (CTLD), five locality patches have been identified to support the ‘steps’ of this journey. The first is **Keighley**, the second **Shipley** followed by **South, City** and then **East**.

Keighley Feedback - Social Care

A dedicated Social work reviewing service has been established within CTLD, the service has developed its *person-centred* and *outcome-focused approach* and is committed to ensuring all individuals supported by New Choices have a statutory review and up-to-date Care Act Assessment by the end of this financial year.

The current focus is those attending services in the Keighley Area with 118 statutory assessments due for completion by January.

Historically, social work assessments have not been undertaken and where they were undertaken, did not define clearly identified outcomes that need to be achieved for the individuals who were supported by Hft. Therefore, assessing the effectiveness (and value) of the service delivered in the past has been challenging. What is clear from the Social Work feedback to date is that individuals (and their carers) value the consistency, familiarity and routine offered by the service.

It’s also clear from those supported in Keighley, that they live locally and value a local service offer.

The ‘short break element’ of the service is significant and needed, providing both respite and enabling informal (family) carers to engage in other activities, including supporting their ability to work. Services transformation will be delivered recognising this fact and in line with the partnership work currently underway to review and relaunch our short breaks strategy ‘A Short Break (Respite) Strategy for People with a Learning Disability in Bradford

2011-2014'

The people reviewed to date are predominantly in the older age range. The traditional (typically) building-based offer inherited from Hft does not appear to be valued as highly by younger people transitioning into adult social care for support.

From a statutory reviewing perspective, it has been difficult (and resource intensive) to support individuals (and their carers) who may want to consider a different way to meet their needs, which is more in line with their desired outcomes and interests. Some individuals have attended the same service for many years, it is reliable and consistent, safe and familiar, and for most people in society change is difficult and scary, even if the positives could be great. People need time, space and support to consider what change might look like and the journey to get there.

We are therefore continuing to reinforce the approach, we hold as a partnership with New Choices, that some of the transformation needs to be driven by the service itself. The service offer and degree of choice and control individuals who use the service have about the offer is what needs to change.

The initial support plan reviews undertaken by the review team have flagged up issues such as historical assessments needing to be updated, people having been in services for years without any reviews of their outcomes, people not enjoying the support they receive and not having an opportunity to make changes to their support, and individuals not having a say over service delivery. They have also identified a number of people who were unhappy in other areas of their life, such as where they live, the people they live with and the choice and control they have had over their lives. By completing these reviews, the review team have been able to work with these individuals, promote their rights, decisions and choices. This has allowed supported individuals to develop their own packages of support to meet their needs and aspirations, and lead a better life.

The review team identified a number of people who reported being very happy with the support they receive and didn't want to make any changes. We have supported them to talk about what they value about the service they receive, so we can ensure that informs the design and values of the service through the transformation.

What have people we support been saying to us?

Below are some examples of feedback in the review activity. Individual '1' 'I am very happy with my new home'.

Individual '2' P is happy with his move from A Supported Living to B Supported Living Scheme. He feels safe and comfortable with the level of staff support on site at B, compared to with A as there did not used to be night time support. He has built good relationships with his support team. P feels as though he is getting along well with his fellow tenants at B.

P has also been able to have visitors arranged at place B. His niece and nephew have visited, he enjoyed spending time with them. They told him his new home was nice, which made him happy.

P is happy with his current of day service provision he attends, he does not wish to change anything about them. Following review P stopped attending New Choices the Ranch, he said he found it difficult to continue with that day service as it was difficult with him and his

mobility in the bad weather. P now attends a different New Choices service two times weekly; he enjoys the activities he engages in there.

Individual '3' ' I am really enjoying working in the charity shop, it's something I've always wanted to do'.

Individual '4' I am happy with all my services. I am proud of my work and football and I do not wish to change anything.

What have Carer's been saying to us?

Following a change in day service and being able to travelling independently, A's Dad said '... he is like a new man. With more independence, he has a lot more motivation and is generally much happier on a day to day basis.'

Commenting to a Social Worker "...You have been so attentive and really listened to both staff and family about who 'B' is and also the complexity of her needs. Please would you pass this on as compliment to your manager."

Comment from independent assessor of a Student Social Worker. 'C's carer '... felt at ease and able to ask for the help she needed via the carers' assessment, because the student spoke the same language and understood his role and the support available'.

During a complex review a carer said. "... reviewing all of 'D's care package is good as we can now move forward. I think it's important because otherwise people get lost in the system and everyone thinks all is alright, but it isn't. 'D' can talk to you on her own ... and you've talked to a lot of people a few times and now we need to get together to sort out the details. "

Feedback from 'E's mother '.... this is the best package my son has had and it really suits him. I know he is happy with it all and I'm satisfied with the services offered to him.'

USER LEADERSHIP & CO-PRODUCTION

People with learning disabilities have told us 'what they want'. We now need to coproduce a vision of the future, focusing on what services currently look like, and detailing what is and what isn't possible in relation to eligibility. Then working through new ways of working and what the different options might mean in terms of change for individuals, their families and carers.

Aligned with developing a shared vision of the future, we need to agree with people who use these services; what the journey will look like, details of the phases of change and how we can support their participation in the wider programme and specific workstream. Ensuring those who use the services are at the centre of our approach moving forward and are supported through every stage of the journey.

With the support of 'Equality Together' and Bradford's 'Co-Production Partnership' we are developing a series of 'Shaping the Vision' events across the district the first one was on 25th November. The programme will also link in with the existing New Choices' 'New Voices' user forum.

A communications approach with people we serve, their families and carers, and the wider professional/community networks will need to be agreed to consolidate the vision and programme plan.

By segmenting the existing related services and using a 'theme-based' design methodology that looks to identify and articulate aspirational new services, we will set out the resulting services and clearly define the enablers required to bring about the necessary change. The design will consider the success factors we will have derived from the engagement events, the various potential operating models (e.g. structure, relationships with other partners etc), the delivery models (CIC, ULO, procured to the care market etc.). By taking this approach we can be sure that we understand the reason for change and how to measure its success.

THE COMMISSIONING ROUTE MAP

From a commissioning perspective *how* we get there will be governed by a **Person – Centred & Outcomes Focused** approach. Driven to improve the quality of Day Opportunity experiences for People with a Learning Disability in Bradford, *their families and carers*.

Improving Health & Social Care 'Outcomes' at both an individual and population level by developing provision to deliver against the following 12 Standards: -

1. *Person – Centred Support Focused on Outcomes.*
2. *Promoting Health & Wellbeing &*
3. *Delivering Social Value.*

The transformation process will be **Inclusive** in terms of both process and the identification of outcomes: -

4. *Coproduced with Local People, their carers and the local Community.*
5. *Ensuring positive engagement with New Choices and the wider provider network*
6. *Promoting Equality.*

The transformation will be **Commissioning Led** by the local authority recognising the contribution made by the wider organisation and key partners particularly Health with a focus on: -

7. *Effective Leadership*
8. *A Whole System Approach*
9. *Use of evidence in relation to 'what works'*

Developing a vibrant, (10) **Diverse and Sustainable Market**, where improving quality and safety is integral to commissioning decisions.

Delivering: -

11. *Value for money &*
12. *Developing the workforce*

PROGRAMME GOVERNANCE

The programme's delivery and reporting structure will focus on the following 4 Domain's and

their linked Commissioning Standards;

1. Person – Centred & Outcomes –Focused
2. Inclusion
3. Leadership &
4. Market Development.

Each of these workstream in their own right and in conjunction with each other are designed to operate as transformational drivers. The four work streams feed into a six weekly Programme Board, the programme board is accountable to Health & Wellbeing's SMT & DMT.

A Revised Programme Board is now operational and chaired by the new Assistant Director for Adults with Disabilities. The lead commissioner is accountable to the Strategy & Transformation Group chaired by the Director of Health & Wellbeing.

4. FINANCIAL & RESOURCE APPRAISAL

During 2021-22 the cost of the block contract delivered by Hft was significantly reduced as a result of effective challenge for the Councils 'Hft Exit Programme.'

In 2021-22, the cost of the service run by Hft was £7.170m, against an initial forecast of £8m. The recharge/contribution from Health was £0.474m, therefore the actual cost to the Council was £6.696m.

In 2022-2023, the value of the contract with New Choices is £7.34m. The programme is working to a target spend of £7.14m and the anticipated income (recharge) from Health following their agreement to cover costs at the DAPL rates is just over £1m.

Therefore, the 2022-23 projected target cost to the Council is currently £6.14m.

As referenced above and detailed in the Exec Report (5th October) and New Choices Business Plan the transformation programme is committed to moving away for the current 'Block Contract' to payment based on actual service delivered and the rates associated with the Day Activity Provider List (DAPL).

Payments are migrating from the block contract to the DAPL rates for individuals and by 6th of February 2023 this will be complete. From this point onward payment to New Choices will be primarily based on the service they *deliver to individuals* as opposed to a 'block contract'. It anticipated this migration will support the programme achieving its target spend for the year.

Service Reduction

In February 2022 (four weeks before the service transferred) local authority records indicated that 578 individuals were supported previously by Home Farm Trust through commissioning arrangements supported by the CCG and/or adult Social Care. We know that a number of people made alternative arrangements during the pandemic and chose not to restart their traditional day services when centres reopened.

On 11th November 2022, following six months of reviewing activity and significant work

between New Choices and the Commissioning Unit to baseline the service offer, the number of people supported by New Choices was down to 483 individuals, a reduction of more than 16% (95 individuals) since the service transferred.

This is particularly significant in terms of the overall number of people supported given it's a net reduction, recognising new people have also joined the service. The overall levels of support are also reducing for a number of individuals.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

The governance approach in relation to New Choices and in relation to the Re-imagining Days programme are both detailed above. New Choices and the Commissioning Team hold a Risk Log.

Risks and recommended mitigation approaches are escalated up the parallel governance structures as necessary.

6. LEGAL APPRAISAL

The Council is required, when commissioning services, to consider the effect of its commissioning decisions (including those of its subsidiary companies) on the wellbeing of the people using the services. It follows that the decision to establish an SPV is one that takes into account a wide range of objective factors; financial, legal, contractual and governance; but also, be one which remains clearly in the interests of service users.

On an on-going basis the Executive should have regard to the council's obligations to carry out its duties in accordance with the principles of best value and to ensure its functions are exercised having regard to a combination of economy, efficiency and effectiveness. To ensure that best value is continuously maintained by the SPV it is important to ensure operational and strategic oversight and governance (Scrutiny) is occurs at regular intervals to ensure oversight of the company's effectiveness, efficiency and economy (savings and spend) (Best Value).

7. OTHER IMPLICATIONS

7.1 SUSTAINABILITY IMPLICATIONS

The transformation of services is designed to support the development of the local economy, promote our equalities agenda and contribute to environmental sustainability.

7.2 GREENHOUSE GAS EMISSIONS IMPACTS

Developing a more locality-working approach is designed to reduce the demand on commissioned transport and the length of journeys. The programme will also review the use of New Choices owned vehicles and contracting of 3rd party transport services (PTS).

7.3 COMMUNITY SAFETY IMPLICATIONS

People with learning disabilities are among the most vulnerable people in the community. Providing high quality care and appropriate environment is consistent with the Council's statutory duty to safeguard vulnerable adults.

7.4 HUMAN RIGHTS ACT

The Human Rights Act 1998 makes it unlawful for any public body to act in a way which is incompatible with an individual's human rights. Where an individual's human rights are endangered, Local Authorities have a duty to balance those rights with the wider public interest and act lawfully and proportionately. For this report, the most relevant rights from the 16 covered in the Human Rights Act (1998) are:

- the right to respect for private and family life
- the right to peaceful enjoyment of your property (if this were interpreted broadly as enjoyment of one's home)
- the right to freedom from inhuman and degrading treatment
- the right not to be discriminated against in respect of these rights and freedoms.

The definition of adult abuse, in guidance issued under statute, is based on the concept of human rights: "Abuse is a violation of an individual's human or civil rights by any other person or persons". (No Secrets, Department of Health, 2000).

As with the equal rights considerations, the proposed changes are designed to have positive impact on service users as the changes driven by their wishes in response to assessed need under the Care Act. In line with legal requirements and Council policy, vulnerable individuals and their friends, families and advocates have been and will continue to be involved in any consultation process and planning of changes, and that planning of change is fair and proportionate, and seeks to mitigate any identified adverse impacts of decisions made.

7.5 TRADE UNION

From the local authorities' perspective, the trade union issues relating to the establishment of a Special Purpose Vehicle were dealt with within the context of the Hft Exit Programme and the report to the Executive Committee (5th October 2021)

As the current services continues to reduce in size and we look to re-define and potentially re-procure elements of the service out to the market, specific consideration with need to be given to issues relating to any subsequent Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) responsibilities.

Having said that, the current difficulties faced by New Choices relating to the recruitment and retention of staff, is consistent with the challenges across the current social care job market.

7.6 WARD IMPLICATIONS

The current service delivered by New Choices spans the whole district (See Appendix 1.) Ward Councillors will be briefed and involved in any of the developments or changes described in this report.

7.7 AREA COMMITTEE ACTION PLAN IMPLICATIONS (for reports to Area Committees only)

NA

7.8 IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE

From a Preparing for Adulthood (PfA) perspective the programme and key Social Care and Health colleagues are working with Children's Services in relation to support delivered from a SEND perspective.

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

A formal Data Sharing Agreement between New Choices and CBMDC was developed by the programme and is in place, alongside arrangements in relation to the DPO function and a New Choices (Bradford & District) Ltd Privacy Notice.

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

The focus of this report has been to detail the Re-Imagining Days Programme *approach* to supporting the wider transformational agenda and to detailing the 'changes to date' in relation to our primary provider and key partner 'New Choices (Bradford & District) Ltd.

We will honour our commitment to ensure that destination for the service as a whole will be led by those people who use our service and built on a foundation of individual plans that are; co-produced with individuals and outcome focused in terms of addressing their needs, wishes and aspirations. It is difficult to present a series of options before there has been time for these to develop and crystallise in the vision of the people we support.

The commissioning unit will, over the coming months drive forward the work to shape the market and engage with the people we support at a strategic level. Aligned with this New Choices is developing its co-production workstream with the individuals they currently support based on outcome themes that they have raised.

The social work service is delivering a series of area based reviews developing individual support plans following Care Act Assessments and feeding into the Transformation Agenda

Clinical leads are reviewing Nursing Needs Assessments and developing care plans alongside providers and CTLD.

It's envisaged that by the beginning of the new financial year New Choices current service hubs will be on their transformational pathway with any that are considered to no longer be viable identified.

Market testing in relation to the re-procurement of viable New Choices hubs will start in

May 2023. The re-procurement activity and transition to new delivery models will start the second financial quarter (July 2023) and it envisaged new services will start to be launched including 'User Lead Organisations' (ULO's) between August and November 2023

10. RECOMMENDATIONS

Members are invited to comment on and/or endorse the approach detailed in the body of the report and to raise any issues /questions.

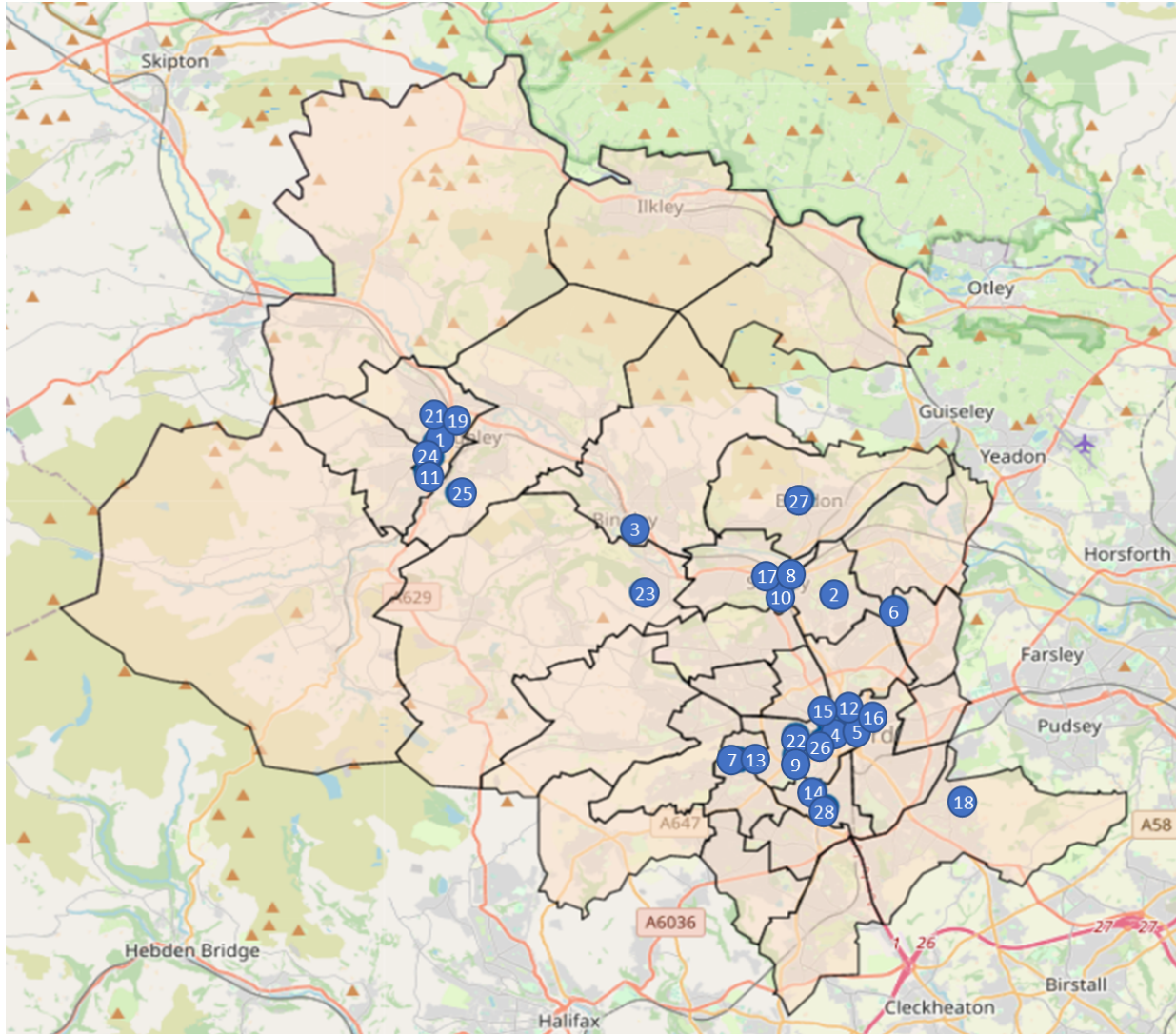
11. APPENDICES

Appendix 1. New Choices Current Service Hubs by ward location.

12. BACKGROUND DOCUMENTS

Report to Overview & Scrutiny Committee on 18th November 2021 - [RE-IMAGINING DAY SERVICES REPORT ON PUBLIC WEBSITE](#)

Appendix 1 New Choices Service Hubs by Ward Location.



Key	Service Name	Post Code	Ward Name
1	New Choices - ACE	BD21 2JZ	Keighley Central
2	New Choices - Age UK	BD18 1HX	Windhill and Wrose
3	New Choices - Cornerstones	BD16 1AH	Bingley
4	New Choices - Culture Fusion	BD1 2EP	City
5	New Choices - Connected Community Support	BD1 2EP	City
6	New Choices - E4	BD10 8EW	Eccleshill
7	New Choices - FAB 1	BD7 2TA	Great Horton
8	New Choices - FAB 2	BD18 2LZ	Windhill and Wrose
9	New Choices - Grange Interlink	BD7 1PX	City
10	New Choices - Lifeworks	BD18 3EU	Shipley
11	New Choices - New Shoots	BD21 1JS	Keighley Central
12	New Choices - North Parade	BD1 3HZ	City
13	New Choices - North Park House	BD7 2TA	Great Horton
14	New Choices - Outcome Adventure @ Park Lane	BD5 0LN	Little Horton

15	New Choices - Piccadilly	BD1 3NU	City
16	New Choices - Radio 119	BD1 3SH	City
17	New Choices - Shipley Resource Centre	BD18 2LZ	Windhill and Wrose
18	New Choices - Springfield	BD4 0DA	Tong
19	New Choices - Strawberry Street	BD21 3BA	Keighley Central
20	New Choices - Supported Employment & Volunteering	Not mapped	service provided at location as directed by each client
21	New Choices - The Gatehouse	BD21 3BG	Keighley Central
22	New Choices - The Learning Zone	BD7 1JP	City
23	New Choices - The Mews	BD16 1AQ	Bingley Rural
24	New Choices - The Oaks	BD21 1QB	Keighley Central
25	New Choices - The Ranch	BD21 5QX	Keighley East
26	New Choices - The Science Park	BD7 1HR	City
27	New Choices - Unique Voices	BD17 5NH	Baildon
28	New Choices - Women's Day Service	BD5 7AS	Little Horton