



One Council Overview and Scrutiny Committee – supplementary: Direct Services

Wednesday, 8 December 2010 at 7.30 pm
Committee Room 3, Brent Town Hall, Forty Lane,
Wembley, HA9 9HD

Membership:

Members

Councillors:

Castle (Chair)
Colwill (Vice-Chair)
Beckman
Chohan
Lorber
McLennan
Sheth
Van Kalwala

first alternates

Councillors:

Brown
BM Patel
Long
Hirani
Matthews
Harrison
Kabir
Denselow

Second alternates

Councillors:

Beck
HB Patel
Mashari
Hossain
Brown
Hector
Kataria
Gladbaum

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The press and public are welcome to attend this meeting

Agenda – supplementary – Direct Services

Introductions, if appropriate.

Apologies for absence and clarification of alternate members

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At the last meeting the committee asked to see the proposals that were being put forward to the Executive prior to the Executive meeting.

Ward Affected: All Wards; **Contact Officer:** Alison Elliott, Adult Social Care
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- Please remember to **SWITCH OFF** your mobile phone during the meeting.
- The meeting room is accessible by lift and seats will be provided for members of the public.
 - Toilets are available on the second floor.
 - Catering facilities can be found on the first floor near the Paul Daisley Hall.
 - A public telephone is located in the foyer on the ground floor, opposite the Porters' Lodge



Executive
13 December 2010

Report from the Director of Housing and Community Care

Wards affected:
ALL

Adult Social Care Direct Services Review

1.0 Summary

- 1.1 In July 2010 the Executive agreed to consult with service users, carers and stakeholders on the draft Day Opportunities Strategy as a precursor to the transformation of all buildings-based, directly-provided adult social care day services. It also agreed to consult on a number of specific proposals which were set out in the Learning Disabilities Information Sheet, an appendix to the strategy.
- 1.2 The consultation process is now complete and this report sets out the results of the consultation, the options for transformation and a recommended course of action.
- 1.3 The consultation process was carried out in three waves in August, September and October. In each wave separate service user, carer and staff meetings were held in the 11 directly provided Day Services. In total, there were 42 consultation meetings. A summary of the consultation process and outcomes is attached at Appendix A.
- 1.4 The consultation responses across all client groups were broadly supportive of the principles underpinning the strategy: personalisation and a greater focus on community activities. However, users and carers also wanted to retain the consistency of a building base service. The main concerns raised were focused on implementation of the strategy.
- 1.5 The consultation responses raised a number of significant concerns in response to the specific proposals in the learning disability information sheet, which was an appendix to the strategy. The concerns were wide ranging, but they focused on:

- wanting to stay with friends and maintain current relationships
- feeling vulnerable in the community
- capacity and accessibility of a reduced number of Day Services
- quality and relevance of the current assessments for people currently using directly provided services.

1.6 Most service users did not want to see the closure of any day centres. Carers also stressed how much they value the respite the day services provide them and were not convinced that there were enough services in the community for the people they care for to access.

1.7 The fact that the consultation was organised in three waves meant there were opportunities in later waves to address issues raised earlier in the process. Significant concerns remain, but real examples of the benefits of Direct Payments, a commitment to tackle those concerns (e.g. recognising the importance of friends and maintaining relationships wherever the service is delivered) and concerns about the physical condition of the buildings meant that there was more appreciation of some of the specific proposals outlined in the learning disability information sheet.

1.8 The other factors that will inform the Executive's decision on the draft Day Opportunities Strategy and the learning disability information sheet proposals were also discussed at each of the consultation meetings. The key factors that were highlighted in consultation meetings were:

- national policy (which has a clear focus on personalisation, promoting service user choice and control to increase independence and lead to a more fulfilling life)
- experience in other parts of the UK (where a focus on personalisation and community based activity have led to greater independence for service users and improved financial sustainability)
- the practical implications of the condition of the current buildings (current health and safety concerns)
- the current financial context and the potential impact of the Comprehensive Spending Review on the council's budgets.

2.0 Recommendations

2.1 The Executive agrees the final version of the Day Opportunities Strategy attached at Appendix B.

2.2 The Executive agrees implementation of Option 4 where implementation is built on a comprehensive and inclusive reassessment and support planning process for every current service user, and is subject to staff and union consultation.

3.0 Day Opportunities Strategy

3.1 The draft Day Opportunities Strategy reflects national policy, focused on the need to develop more personalised services for adults in order to promote

independence and help people to lead fulfilling lives, and the work that has already been done locally as part of the Adult Social Care Transformation programme. It also reflects the One Council Improvement and Efficiency Strategy, which stresses the need to develop innovative services with local people to deliver improved outcomes in a cost effective way given the current financial pressures on the council.

3.2 The strategy outlines proposals for the future design of day opportunities across all client groups in adult social care. The principles underpinning the strategy are:

- a move away from services delivered in buildings to a large number of people at the same time and towards the delivery of personalised services
- service users will be supported to access services provided within the community – leisure, employment, learning and social activities - to enable them to contribute to the local economy and their local communities
- we will work with partners to ensure that these services meet the needs of people with a learning disability
- the role of staff will change to support the delivery of the personalisation agenda.

3.3 The 12-week consultation process has been broadly supportive of the principles underpinning the strategy but not necessarily the specific practical implications of the strategy. Some of the outcomes, such as greater use of Direct Payments were supported by some service users, but a number of general concerns have been raised about implementing the strategy. For example, some service users and carers feel:

- choice and community activities are better suited to younger people
- service users are vulnerable in the community
- they may lose touch with their friends in the centres
- there will be less respite for carers if activities are community based
- personalised services will be more expensive
- private providers may be more expensive
- the strong relationships with workers in the centre will be broken.

3.4 Therefore, it is crucial whichever option is taken forward that we continue to improve communication and engagement over the coming months to ensure that we can address these and other concerns while also delivering improved outcomes for service users and carers. This is particularly important in the current financial context, which will make implementation more challenging.

4.0 Implementing Changes to Learning Disability Day Opportunity Services

4.1 The learning disability information sheet was an appendix to the draft Day Opportunities Strategy presented to the executive in July. It set out a draft plan for the transformation of all directly provided Learning Disability services in line with the draft Day Opportunities Strategy.

4.2 The draft plan built on the significant amount of work carried out within Learning Disability Services over the last three years, including previous service reviews,

reassessments and skills audits. It reflects the fact that teams within the service, service users and carers are expecting change to happen following this preparatory work, and it is desirable that this work begins as soon as possible given the uncertainty regarding day services. It also incorporates the existing commitment to a new facility, the John Billam Resource Centre, which will replace Albert Road and ASPPECTS, and the current financial pressures on the council.

- 4.3 The draft plan was focused on bringing the six directly provided Learning Disability day services (Stonebridge, Projects, Strathcona, Albert Road, ASPPECTS and CASS) together into one purpose-built facility, the John Billam Resource Centre. This would be achieved through increasing levels of independence among service users and changing the operating model to focus on activities based in the community. Currently these six services provide support to 295 service users (177 per day).
- 4.4 The 12-week consultation process has raised a number of significant concerns in response to the specific proposals in the draft plan highlighted in the learning disability information sheet.
- 4.5 Service user concerns were wide ranging. For example, they:
- do not want to lose the day centres as meeting places, where they have friends
 - do not want to lose the relationship they have with their key workers
 - are concerned about travel arrangements which could become more difficult if services are based in the community
 - did not think there was enough space in Strathcona
 - feel vulnerable in the community.
- 4.6 Carers concerns focused on the following:
- changes are driven by the need to save money rather than improvements to the service
 - the capacity of John Billam to accommodate all Learning Disability day service users
 - the quality and relevance of the current assessments, and the need for future high quality, transparent assessments and support plans to be focused on the needs of individuals if the changes are to happen
 - the capacity of Strathcona and John Billam Resource Centre to meet the needs of those requiring a building based service
 - the need to demonstrate what a person centred plan would look like
- 4.7 In light of these concerns, this report outlines four options for taking forward the Day Opportunities Strategy for directly provided Learning Disability day services.
- 4.8 **Option 1:** *No change – current service users, current service model in the same buildings.* The current revenue cost of the six directly provided Learning Disability day services (£3.7 million) would not change. However, capital investment of £150k is required in Stonebridge to tackle immediate structural problems with subsidence.

- 4.9 There would be no impact on service users in any of the six directly provided services in this option as services would continue in the current service model. Therefore, there was support for this option from service users and carers. However, even if immediate structural problems are addressed, Stonebridge would remain unfit for purpose, and so the service would not improve. Option one is not aligned to the draft Day Opportunities Strategy because it would have little or no impact on the levels of independence and any increase in services delivered in the community would lead to excess capacity in directly provided services, which would reduce value for money.
- 4.10 **Option 2: Improve Stonebridge – current service users, current service model in the same buildings, but with significant investment in Stonebridge.** The current revenue cost of the six directly provided Learning Disability day services service (£3.7 million) would not change. However, in addition to the £150k capital investment in Stonebridge to tackle immediate structural problems, a further £850k would be required to ensure the building is fit for purpose for the medium term.
- 4.11 Only service users at Stonebridge would be affected by this option. There would be a temporary negative impact while the building works were carried out, but there would be a positive medium term impact as the building would then be fit for purpose. Therefore, there was support for this option from service users and carers. Option two is not aligned to the draft Day Opportunities Strategy because it would have little or no impact on the levels of independence and any increase in services delivered in the community would lead to excess capacity in directly provided services, which would reduce value for money.
- 4.12 **Option 3: Buildings based, community focused service – increase levels of independence by 10 per cent and close Stonebridge but retain Strathcona.** This option would reduce the revenue cost of the service by £635k (17 per cent) as well as releasing £1.3 million (capital) from the sale of Stonebridge. This option ensures two learning disability, buildings-based, day services (Strathcona and John Billam) are retained in the medium term. It has been developed to reflect concerns raised in the consultation, in particular the importance of day centres as a key meeting place, which allows service users to maintain important relationships in a safe environment.
- 4.13 In this option eligible service users from Stonebridge and Projects would move to the Strathcona site. There would be no reduction in service for eligible service users. Currently, 232 service users are supported by these three services, but only 114 service users per day access a buildings-based service. The ‘per day’ figure reflects the fact that a significant number of service users either do not attend every day or access employment on a daily basis, but it does not reflect the fact that some service users may not be eligible for the service any more. The Strathcona facility has a capacity of 130. There would also be minimal impact on service users at ASPECTTS because their service is currently provided on the Strathcona site, but in a different building.

- 4.14 If this option is agreed, implementation would be built on a comprehensive and inclusive reassessment and support planning process for every current service user. The process would be aligned to the principles underpinning Valuing People and co-designed with service users and carers. It would be based on current unmet needs, a transparent application of eligibility criteria and reflect service user aspirations. The outcome would be a personalised package of support for eligible service users focused on outcomes that support people to lead independent and fulfilling lives. This would be delivered through a Personal Budget that may or may not include directly provided day services as appropriate. This process would also be designed to ensure that service users and carers have more information about any changes. Therefore, there was support for this option from service users and carers.
- 4.15 This option is aligned with the draft Day Opportunities Strategy because of the focus on person centred planning and increased levels of independence and community based activity. It would also deliver improved value for money because the reduction in overall capacity in directly provided services would ensure that excess capacity is minimised. The potential, identified in the consultation, to use other Council buildings more flexibly to provide additional capacity, for example New Millennium, also offers additional service options to ensure value for money.
- 4.16 **Option 4:** *Implement the draft plan as set out in the Learning Disabilities Information Sheet – increase levels of independence by 30 per cent and create a community based service model.* This option would reduce the cost of the service by £1.068 million (29 per cent) as well as releasing £2.9 million (capital) from the sale of Stonebridge and Strathcona. This option reflects the original draft plan set out in the learning disability information sheet.
- 4.17 In this option Strathcona will close when John Billam Resource centre is completed which is likely to be early 2012. Service users will move to Strathcona following the closure of Stonebridge in early 2011. All service users will receive a comprehensive and inclusive reassessment and support planning process and this option is dependent on the successful shift to alternative community based services.
- 4.18 In this option the John Billam Resource centre would provide the buildings base for those who need it although, as outlined above, the consultation has identified the potential to use other council buildings more flexibly to provide additional capacity and improved value for money, for example New Millennium. All service users of directly provided service would be affected by this option.
- 4.19 Significant concerns were raised about this option during consultation. The two key concerns were the capacity of John Billam, which as a buildings-based service has a capacity of 60, and the fact that planning for this option is based on reassessments done over the last two years, which may no longer be valid. These are genuine issues, which have been addressed in three ways in the planning:

- As in Option 3, implementation would be built on a comprehensive and inclusive reassessment and support planning process focused on the individual needs and outcomes of service users
- The capacity of the John Billam Resource Centre will be greatly increased if the service becomes a community based service and service users are only there for a part of the day
- The consultation identified, as stated above, the potential to use other council buildings more flexibly to provide additional capacity and improved value for money, for example New Millennium.

4.20 This option is completely aligned to the draft Day Opportunities Strategy because it would be implemented through person centred planning, it would increase levels of independence significantly and would make the service predominantly community based. It would also deliver improved value for money because the reduction in overall capacity in directly provided services would ensure that excess capacity is minimised.

5.0 Co-production, continuing communication and engagement

5.1 Continued engagement with service users, carers, staff and other stakeholders will be crucial to the successful implementation of any of the options outlined above. As outlined above a co-designed process of reassessment and support planning would be central to this, but the communications plan, which has been revised and is attached at Appendix C for information, outlines the full breadth of communication activity which will be delivered.

6.0 Financial Implications

6.1 This report considers four options for taking forward the Day Opportunities Strategy for directly provided learning disability day services. The details of these options are set out at section 4 of this report.

6.2 The current revenue costs of the six directly provided Learning Disability Day Services is £3.7m per annum.

6.3 The capital and revenue impact of each option, together with the estimated capital receipt(s), are set out in the following table:-

Option	Description	Revenue £000	Capital £000	Capital Receipt £000
1	No change but address subsidence	20	150	0
2	No change, Stonebridge fit for purpose	71	1,000	0
3	Close Stonebridge	-635	0	-1,300
4	Close Stonebridge and Strathcona	-1,068	0	-2,900

Options 1 and 2 will both require capital investment that is not currently in the Council's budget. As this capital investment is unfunded, there will be a revenue

impact (not budgeted) arising from the associated debt charges (interest and principal repayment). It should be noted that the costs of financing are based on the Council's current estimate of 5% annuity, and this is subject to change. Options 3 and 4 both generate revenue savings for the Adults Social Care Budget, and will also generate a useable capital receipt for the Council. The savings are the full year effect, and take account of staffing, running costs and redundancy costs where applicable.

- 6.4 The estimated timing and cumulative impact on the revenue budget for each option is set out in the following table:-

Option	Description	2011-12 £000	2012-13 & ongoing £000
1	No change but address subsidence	20	20
2	No change, Stonebridge fit for purpose	71	71
3	Close Stonebridge	-635	-635
4	Close Stonebridge and Strathcona	-635	-1,068

7.0 Legal Implications

- 7.1 Guidance issued by the Department of Health requires that the Local Authority "provide, whether at centres or elsewhere, facilities for occupational, social, cultural and recreational activities and, where appropriate, the making of payments to persons for work undertaken by them" to those who qualify for services under s29 of the National Assistance Act 1948 or s2 CSDPA 1970. The Local Authority also has a power to provide such services where necessary to promote the welfare of older people under s45 of the Health Services and Public Health Act 1968. The Local Authority will need to demonstrate that the chosen option does ensure sufficient facilities will be available for occupational, social, cultural and recreational activities to both current and future services users and that these can be accessed by individual services users. The move towards personalisation of adult social care does not affect the duties set out in legislation; however the increased use of existing community resources rather than specialized separate provision is not prohibited by legislation or government guidance.
- 7.2 The Executive is reminded that they are required to approach the outcome of any consultation objectively and in a fair manner. Care should be taken to ensure that all groups with protected characteristics as defined by the Equality Act 2010 are consulted and their concerns given due regard. The proposals should set out how these concerns will be addressed.
- 7.3 As a public authority, the Council has general duties to promote equal opportunities relating to race, disability and gender and to remove discrimination. These duties are set out in the:

- Disability Discrimination Act 2005 (DDA 2005);

- Equality Act 2006;
- Equal Pay Act 1970;
- Race Relations (Amendment) Act 2000 (RRAA 2000);and
- Sex Discrimination Act 1975.
- Equality Act 2010

Currently the DDA 2005 requires public authorities, when considering disabled people, to promote positive attitudes towards disabled people and take positive steps, even if that involves treating disabled people more favourably than others.

To provide guidance on the duty there is a Statutory Code of Practice. The general duty is not absolute but it does require authorities in respect of all their functions to give due regard to disability equality.

The core general duties are similar for race and gender i.e.:

- To promote equality of opportunity; and
- To eliminate harassment and unlawful discrimination.

From April 2011 part 11 of the Equality Act 2010 will be in force requiring that the local authority remove or minimise disadvantages suffered by those with a protected characteristic under the Act. It must also take steps to meet the needs of persons with a protected characteristic. In particular for disabled persons this includes taking steps to take account of their disabilities (s149(4)) and to encourage persons with a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low. The increased reliance on existing community based services rather than separate specialist services should meet these objectives provided there is evidence that the community resources do adequately take into account the disabilities of the various services user groups in such a way that they can readily access the facilities. The Executive will need to consider whether each option in line with the duties detailed within the DDA and Equality Act 2010. In demonstrating that due regard has been given to the duty to promote equality of opportunity and to eliminate harassment and unlawful discrimination that Executive must demonstrate a “substantial rigorous and open-minded approach” to the duty.

The local authority's Single Equality's Scheme requires consultation and an impact assessment for this change in policy. This should focus not only on the number of people to be affected, but also consider the degree of impact on those actually affected.

At present the local authority must comply with the Equality Act 2010 when providing services. Under this Act age is now a protected characteristic and therefore particular care needs to be considered to the impact that the proposals will have on the elderly to access services if these are to be based primarily in the community rather than at the specialist centres. Carers are not a protected group but it is worth considering whether the impact on carers would have an adverse or

significant impact on those they care for and their ability to access facilities and services if these are to be based primarily in the community.

8.0 Diversity Implications

- 8.1 The Day Opportunities Strategy and the specific proposals for learning disability services are designed to deliver a more personalised service, which recognises individual needs and supports service users to access the support and services they need and want in the community. This will enable them to become participants in their local communities and develop networks and support as close to home as possible.
- 8.2 The Equality Impact Assessment (attached at Appendix D) that was written during the consultation confirms that the draft Day Opportunities Strategy will create a more positive approach to diversity, ensuring that individual needs, whatever they may be, are addressed to give people more control over the way they live. This is also reflected in the focus on person centred planning as the foundation of the implementation of any major changes to the service.

9.0 Staffing Implications

- 9.1 As the original Executive report highlighted, the draft Day Opportunities Strategy requires a significant change in working practices in all directly provided day services to create a clear focus on personalised support delivered in the community wherever possible. Staff are being supported in this change. For example, most staff have already undertaken the New Ways of Working training course. This change in culture and practice will continue over the coming months.
- 9.2 In each of the three waves of consultation, staff in all directly provided services have been consulted on the strategy and the draft plan outlined in the learning disability information sheet. However, they were not formally consulted on the impact on their posts. Therefore, they are aware of the strategy and the potential implications of the specific proposals outlined in the learning disability information sheet. While concerns were raised about the impact on jobs and the readiness for implementation, there was broad support for the direction of travel.
- 9.3 The options outlined above will have different impacts on the numbers, roles and skills required to deliver personalised services in directly provided services. If the Executive decides to close services (options three and four), there will be an impact on staff and this will be subject to full consultation.

Background Papers

Putting People First: DH policy December 2007

Living Well with Dementia: a national strategy for dementia services, Department of Health, February 2009

Valuing People Now: a new, three-year strategy for people with learning disability, Department of Health 2009

Duty to Promote Disability Equality: Statutory code of Practice (England and Wales)

Appendices

- A. Summary of Consultation response and outcomes
- B. Draft Day Opportunities Strategy
- C. Direct Services Communication Plan
- D. Equalities Impact Assessment

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APPENDIX A

Adult Social Care Direct Services Review

**Consolidated Learning Disability
Consultation Report November 2010**

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Contacts



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Executive Summary

- In July 2010 the Executive agreed to consult with service users, carers and stakeholders on the draft Day Opportunities Strategy.
- The consultation was undertaken in three waves and 42 consultation meetings were held at 8 locations.
- The report's key messages addresses the concerns raised at the consultation meetings.
- This report consolidates (for learning disabilities) the previous three consultation reports, which are available on Brent's Website, on the draft Day Opportunities Strategy. It also incorporates the need for the current day services to change to meet national policy objectives and local improvement.

Draft Day Opportunities Strategy

- The Day Opportunities Strategy was drafted on the basis of national policy which is focused on the need to develop more personalised services for adults in order to promote independence and help people to lead fulfilling lives. It also draws on the work that has already been done as part of the Adult Social Care Transformation programme, and the One Council Improvement Strategy, which stresses the need to develop innovative services with local people to deliver improved outcomes, whilst ensuring that this is done in a cost effective way.
- The strategy outlines proposals for the future design of Day Opportunities across all client groups in adult social care

Draft Day Opportunities Strategy

- The principles underpinning the strategy are
 - A move away from services delivered in buildings to large numbers of people at the same time, towards a more personalised approach.
 - To support service users to access services provided within the community e.g. leisure, employment, learning and social activities to enable them to contribute to the local economy.
 - Working with partners to ensure services meet the needs of people with learning disabilities.
 - To change the role of staff to support the delivery of the personalisation agenda.

Background to the Consultation

- The proposed service model was explained through a series of consultations and focused workshops on the draft Day Opportunities Strategy which included the benefits to individuals of personalised services as described within the proposed strategy.
- At each day centre, Brent Council Community Care officers spent approximately 2 hours at each event with service users to hear their view on and concerns about the proposed changes to day centre and service re-designs. After a presentation of the proposed plans (wave 1), all service user groups split into smaller groups for facilitated discussion on the proposed strategy and what impact it would have on individuals and service users groups.

Background to Consultation(2)

- A leaflet with the key messages of the strategy in Plain English and Easy Read was available at each meeting for users and carers as well as a draft copy of the draft Day Opportunities Strategy.
- Service users responses and questions were captured by scribes on flipcharts. In addition to key workers, advocates were present to assist service users expressing their views at the Strathcona and Stonebridge day centres. Projects users were also consulted with advocates present.
- Translators and British Sign Language (BSL) signers were also available when needed.
- ASPPECTS and Albert Road service users sessions had a different format to adjust to the different levels of need and capacity.

Lessons Learnt

SERVICE USERS WAVE 1

- Not to continue to consult with users with very complex needs as it had been difficult to obtain meaningful information with this group.
- To have Projects and Stonebridge service users consultation structured separately and in smaller groups so that everyone's concerns and comments could be heard and captured.
- Where necessary to extend the time given to users at the consultation meeting so that everyone had the opportunity to have their say.

SERVICE USERS WAVE 2

- To answer concerns and questions raised at the Students Council as part of the consultation meetings.
- To have the day centre managers and carers help facilitate the Wave 3 consultation meetings.
- To have pictures available to improve communication and understanding.

SERVICE USERS WAVE 3

- It was important that users could speak to the Assistant Director for H&CC individually and this happened at the end of some of the sessions
- To ensure effective communication is an ongoing process.

Lessons Learnt

CARERS WAVE 1

- To change the venue for Stonebridge & Project Carers to allow for increased attendance.
- To give carers the opportunity to either have a discussion in a large group for the whole session or to break out into smaller facilitated groups for part of the session.
- To consult with Albert Road and ASPECTS carers together as they had additional concerns relating to the plans for the John Bilham Resource Centre.
- To have the Wave 2 meetings during the day so that carers who could not attend the evening events could attend during the day.
- To ensure lead member representation at Wave 2 consultation meetings.

CARERS WAVE 2

- To have case studies for carers to gain a better understanding of how their relative can spend their day.
- To have carers whose relative had been receiving day care and had changed to direct payments available to explain their experience and provide advice and information.
- To talk, call, write, and invite individual carers to come and personally discuss their issues with H&CC officers.

CARERS WAVE 3

- The need to ensure the continuous engagement and effective communication with carers and to be open and transparent throughout the next stages within the project.
- For carers to be involved in the future planning following the decision by the Executive in December.

Lessons Learnt

STAFF WAVE 1

- To ensure HR representation at all future meetings so that questions related to the impact of the strategy could be addressed.
- To meet with the PCT/BCS to address the concerns relating to CASS.

STAFF WAVE 2

- To join some of the staff and management sessions together as staff said that they all worked as a team.

STAFF WAVE 3

- To build on the willingness and enthusiasm of staff to continue to explain the strategy to users and answer their concerns in conjunction with officers from H&CC.

Response to Service Users Concerns

- Most users do not want Stonebridge to close, or to move into Strathcona.

Stonebridge building needs a lot of repair which the council could not afford.

Service users could do the same activities at Strathcona day centre and could take all their personal things to Strathcona..

- Many users feel attached to the day centres as social meeting places.

If the strategy is agreed then all users will move to Strathcona together. You will still be with all your friends. If Strathcona closes we will support you to stay with your friends in the community

- They are concerned about transport arrangements and being a burden on carers when going out into the community.

There will be no changes to your transport if the strategy is agreed. Brent transport will still provide a service but will take you to Strathcona and not Stonebridge. If Strathcona closes we will ensure you can use transport to use community activities.

Response to Service Users Concerns

Many feel vulnerable in the community

It is important to us that you continue to be and feel safe. The plan is that you will be doing community activities together with your friends and key workers and will feel and be safe with people you know and work with.

There was a concern about the cost of community activities

There is also a cost associated with attending the day centre. Many activities are also offered at a reduced cost or are free. i.e. swimming concessions and attending libraries and museums.

By wave 3 consultation meetings users were getting a better understanding that Stonebridge Day Centre may close and were discussing future plans like organising their last Christmas party at Stonebridge and asking what facilities would be available at the new centre.

Many users said that they has already spent time at Strathcona in the past and enjoyed it then although they preferred the meals at Stonebridge.

Some uses expressed some desire to expand their choice in community activities e.g. photography, football and cookery whilst at Strathcona.

Reponses to Carers Concerns

Key themes

- Carers oppose the closure of Stonebridge and the move into Strathcona.

This was noted.

- They are concerned about capacity and safety at the John Billam Centre.

The strategy will only work if people choose to take up their activities in the community.

- They are worried about how the changes would affect the service users, and about getting the same level of respite for carers as currently

A transition plan will be developed to support users and everyone will receive the same level of services providing they meet FACS criteria. This will be the same for carers.

- Concerns about the day centres being run down and not providing the stimulation the service users need.

Younger people are choosing not to attend a day centre but to take up a direct payment or go to college.

Reponses to Carers Concerns (2)

Key themes

The choice of activities and support to users at the day centre does need to improve

- Concern about managing Direct Payments.

There is support for this. Anyone who needs help can get it either through the Direct Payment Support Service or by talking to their Care Manager

- Who will decide who goes to John Bilham.

John Billham is being built for those users attending Albert Road and ASPPECTS day centre anyone who meets the FACs criteria requiring a building base will be supported by Adult Community Care.

- The loss of friends in which service users have made.

Users will move to Strathcona and John Bilham together with their friends. If they choose to do things in the community their support plan will be structured so that they remain with their friends in the community if they want to.

Response to Staff Concerns

Key themes

- Staff are concerned about the impact of the plans on staff structure, new role descriptions, place of work, pay pensions etc.

As the consultation was focused on the draft Day Opportunities Strategy it was difficult to discuss how staff structures will change and the impact it would have on staff terms and condition of service. Once a decision is made at the Executive in December H&CC staff will come back to discuss the implication of the decision.

- Was the community ready for their service users.

Work is being done around brokerage and market stimulation to ensure users can access the types of activities they are requesting to undertake. Further discussions are being held with Employment Support Providers and with local colleges.

Response to Staff Concerns (2)

Key themes

- That some users did not want to move to Strathcona Day Centre.

Nobody will be forced to go anywhere. This is about choice and we will be assessing all users to establish their level of need and how they would like to spend their day and with whom.

CONCLUSION

The consultation responses across all client groups were broadly supportive of the principles underpinning the strategy (personalisation and greater focus on community activities) however, users and carers also wanted to maintain a building base and the services the day centre provides with greater choice of activities.

In the main users, carers and staff did not want the Stonebridge Day Centre to close but some users and carers were beginning to accept the possible change to their lives.

Most people want better quality services with greater choice.

People are concerned about service users being isolated
Service users want to remain with their friends at the day centres

Appendix B



BRENT ONE COUNCIL

DAY OPPORTUNITIES STRATEGY

2010-2012

07/07/2010

Version: Final

DRAFT

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Executive Summary

Brent Council Adult Social Care will enable vulnerable people to access more diverse community-based day activities so that they can choose more independently how they work, learn and enjoy leisure and social activities

Brent Council Adult Social Care believes that people who have a social care need have the right to lead their lives like everybody else, with the same opportunities and responsibilities, and to be treated with the same dignity and respect. Brent's Adult Social Care transformation programme is designed to make this a reality for the people of Brent. This strategy presents an overarching vision for people with learning and physical disabilities and vulnerable older people.

Vision National policy and local strategy advocate that services for vulnerable people should be personalised and community-based thereby promoting service user choice and control to help develop independence, and to build skills. The proposed new service model is consistent with this policy and will help to deliver improved outcomes for local vulnerable people by increasing their participation in mainstream and community-based services.

Benefits Many services are currently delivered as a 'one size fits all', building-based model. These will need to change to ensure that a more flexible range of services are available to achieve outcomes for users and carers. These services will be delivered in the community as appropriate by a range of organisations and professionals, which individuals can access by using their personal budgets. This will deliver three core benefits: service quality improvements, financial sustainability as well as national and local policy alignment.

Delivering the vision and benefits In order to deliver the vision and the benefits Brent Council will need to improve the customer journey, redesign current day services, stimulate the market and engage and involve service users and carers. Across client groups the successful implementation of the strategy will be achieved through the combined effects of:

- Improving assessments to determine the level of support needed;
- Delivering community-based day activities from resource centres as a base;
- Improving access to mainstream services and commissioning new ones; and
- Engaging and involving users, carers and other stakeholders in all of the above.

1. Introduction

1.1 Approach

Brent Council Adult Social Care believes that people who have a social care need have the right to lead their lives like everybody else, with the same opportunities and responsibilities, and to be treated with the same dignity and respect. Brent's Adult Social Care transformation programme is designed to make this a reality for the people of Brent

This strategy is an important part of the adult social care transformation and has been drafted to frame the transformation of day opportunities services for:

- People with Learning Disabilities (LD);
- People with Physical Disabilities (PD); and
- Older People (OP).

This document applies to everyone who uses day opportunity services, or requires additional support. Brent Council Adult Social Care provides services to people with a 'critical' or 'substantial' social care need, but is also committed to providing improved information and advice about social care support to everyone who can benefit from this information.

To identify the different levels of support people require we have used four levels of independence:

1. Highly independent;
2. Independent with some support;
3. Independent with support; and
4. Independent with significant support.

This strategy is not focused on eligible needs and services, but on people and outcomes such as:

- Having the opportunity to engage in meaningful activities;
- Improving and extending social networks;
- Spending time in an integrated or mainstream setting; and
- Learning, and earning money.

Therefore, it is structured around the activities that underpin such outcomes:

- To enjoy leisure and social activities (leisure);
- To learn (education); and
- To work (employment).

The table below outlines how this focus can provide a different way of looking at the activities that should be available to everyone with a social care need and the support that different people might need to access those activities. Brent's aim is to ensure that all these activities are open to all, and that the support required to access them is minimised to ensure people are as independent as possible.

	Leisure	Education	Employment**
1. Highly independent	<ul style="list-style-type: none"> • Independent access to full range of options • Brent Council to provide signposting, information and advice 	<ul style="list-style-type: none"> • Mainstream education • Brent Council to provide signposting, information and advice 	<ul style="list-style-type: none"> • Paid employment • Brent Council to provide signposting, information and advice
2. Independent with some support	<ul style="list-style-type: none"> • Independent access to mainstream services • Brent Council to provide preparatory and organisational support 	<ul style="list-style-type: none"> • Community-based education with some support • Brent Council to provide preparatory and organisational support 	<ul style="list-style-type: none"> • Support to access either paid or unpaid employment • Brent Council to provide preparatory and organisational support
3. Independent with support	<ul style="list-style-type: none"> • Brent Council to support to access to full range of options recognising individual needs • Appropriate use of supported travel escorts 	<ul style="list-style-type: none"> • Mainstream and non-mainstream courses • Brent Council to support people to access these courses in the community 	<ul style="list-style-type: none"> • Work experience • Brent Council to provide support towards paid employment
4. Independent with significant support	<ul style="list-style-type: none"> • Brent Council may provide intensive support for access to mainstream and specialist services • May require specialist transport 	<ul style="list-style-type: none"> • Brent Council to enable people to access courses delivered in resource centres as appropriate 	<ul style="list-style-type: none"> • Brent Council to enable people to access work-related activities

*Education activities for Older People are usually not qualification oriented

** Employment activities for Older People are dependent on their preference and desire to engage in these activities, and are not part of the current activities offered to Older People

1.2 Drivers for change

Day opportunity services have been changing for the last 20 years. These changes have regularly been given fresh impetus by initiatives such as Direct Payments and *Putting People First*. However, the majority of day opportunity services in Brent are still traditional building-based services. This means that day opportunity services are still a barrier to achieving genuine choice and control for people in Brent.

Service user context

National and local consultation has shown that two significant changes are needed to improve outcomes for service users and carers and give people genuine choice and control. Firstly, people need a wider range of options to choose from and these options must include both specialist (sometimes building-based) and mainstream (in and with the community) services. Secondly, in order to create this choice, Councils need to focus more on commissioning and developing new services in the community and less on delivering traditional building-based services themselves.

Currently, day services for vulnerable people in Brent focus on providing activities in specialist day centres on weekdays. In addition project-based services outside day centres have been developed for people with Learning Disabilities to enhance employment skills. Transport to and from these day centres is often provided free of charge through specially

commissioned transport. Because these services are focused on special buildings and are often block contracted, they make it more difficult for people to make individual choices about what support and services would best meet their own need.

Local authority context

Brent Council Adult Social Care is committed, as part of the Adult Social Care Transformation, to providing the day opportunity services people need. For example, mental health services have been configured to meet a need for more diverse and community-based day services.

Brent Council is also committed, as part of the OneCouncil Improvement and Efficiency programme, to achieving service transformation. The aim of the programme is to ensure that the Council is a more efficient, effective and streamlined authority, capable of providing local people with excellent, innovative services that deliver improved outcomes even within the financial constraints of the current economic climate.

The number of people with profound physical and learning disabilities is expected to increase further in the future as medical advances mean that more people with a disability survive into adulthood. For example, a study by the Centre for Disability Research (2009) concludes that in an average area of England with 250,000 residents, the number of adults with profound multiple learning disabilities receiving health and social care services will rise from 78 in 2009 to 105 in 2026. These rates are expected to be higher in communities such as Brent that have a younger demographic profile, or contain a greater proportion of citizens from Pakistani and Bangladeshi communities as these tend to have higher prevalence rates.

However, many young people with a disability choose not access day opportunities currently provided at Brent's day centres. They access a range of community-based provision at colleges, third sector organisations and mainstream activities with support (see case studies on page 10/11). Therefore, over time, a reduction in numbers attending the day centres and a drop in activity is expected.

Mental Health services in Brent have already moved away from a building-based model and now successfully provide a socially inclusive 'community network' service. Users mostly access mainstream services in the community with some activities, such as independent living skills, being provided in a centrally-located rented space. This is a big change from the previous building-based institutionalised model, and user satisfaction has improved significantly through participating in mainstream services, ranging from yoga to international scrabble competitions.

Key success factors for the transformation of mental health services include a large-scale consultation process with users, carers and staff; the re-training of staff to focus on enabling independence; providing staff with clear new job descriptions; and offering users special classes on accessing mainstream services and a list of user-friendly places in Brent. Services are regularly reviewed on the degree of social inclusiveness achieved.

Once the services moved out of the buildings, the change really took hold. As people had the first positive experiences with community-based services, such as courses at the local college, this reinforced the enthusiasm of other initially more sceptical users. The mental health day services transformation has been cost neutral and the throughput of users has increased since the introduction of the new model. Staff levels have stayed the same.

National context

Recent social care policy has focussed on the need to develop more personalised services for adults, which will provide greater choice for individuals, help to promote their independence and enable them to improve their quality of life.

Putting People First: a shared vision for the transformation of adult social care (2007) requires a move away from traditional building-based services and block contracts to a more personalised service delivery model, providing:

- Better access to mainstream services and a clearer focus on developing social capital to ensure social inclusion;
- Improved early intervention and prevention; and
- Greater choice and control which allows people to maximise their independence through services and support they choose.

The Putting People First personalisation agenda is also reflected in a wide range of other national strategy and policy documents for people with Learning and Physical Disabilities and Older People; for example, *Valuing People Now*; *Improving the Life Chances of Disabled people*; and *A new ambition for old age* respectively.

Improving the Life Chances of Disabled people (PMSU, 2005) aims to bring disabled people fully within the scope of the 'opportunity society'. By supporting disabled people to help themselves, a step change can be achieved in the participation and inclusion of disabled people, which is what this strategy aims to achieve.

A new ambition for old age (DH, 2006) sets out the policy direction for vulnerable older people, underlining the importance of increased choice and control over older people's day activities. The aim is to ensure that older people and their families will have confidence that in all care settings, older people will be treated with respect for their dignity and their human rights. This includes increasing choice and independence in the type of day activities older people engage in.

2. Vision

Brent Council will ensure there are more diverse and community-based day activities for vulnerable people, so they have genuine choice about how they work, learn, and enjoy leisure and social activities.

2.1 Choice and control

For the majority of people in society, their days are characterised by the routines of either work or structured activity. This is equally valid for people with a learning or physical disability and vulnerable older people. For all of us, our lives are more meaningful if we have the ability to make choices and can achieve variety and change. Brent Council will, therefore, seek to ensure that as far as possible people plan their own days, using a mix of Council funds if they are eligible, and other financial resources available to them.

2.2 Mainstream and community based services

In order to work, learn and enjoy leisure and social activities alongside everybody else, while living their lives in safety, Brent Council will develop further opportunities for people to access mainstream services, such as adult education, leisure centres and public transport.

The starting point for any service user should always be to access mainstream activities. People with a higher level of dependence may be best served by specialist services, but there is no reason that these cannot be delivered by mainstream or independent providers in the community. Not only does this improve choice and independence, it also encourages vulnerable people to take part in the local community as equal citizens. For example, adult education for people with learning and physical disabilities is usually delivered in day centres. Yet many service users could attend college alongside other learners with the appropriate preparation or support.

2.3 Brent Adult Social Care's commitment

Brent Council will continue to ensure that people receive appropriate support to access mainstream and community-based services. This includes maintaining local bases from which people can access different community-based activities. In addition, we recognise that for some people, it will be important that a more stable and structured day service is provided to ensure safety and stimulation.

3. Benefits

Brent's day opportunities strategy will deliver service quality improvements, financial sustainability and policy alignment by 2012.



3.1 Service quality improvements

More diverse and community-based day services will drive quality improvements in Brent's day services for users, carers and staff.

Improved outcomes

People will be able to access a wider range of purposeful day services better aligned to their needs, which will lead to more fulfilling and independent lives in the community. Greater choice, independence and inclusion in the local community will achieve improved results on outcomes for service users as identified in *Putting People First*:

- Exercise maximum control over their own life and where appropriate the lives of their family members;
- Sustain a family unit which avoids children being required to take on inappropriate caring roles;
- Participate as active and equal citizens, both economically and socially;
- Have the best possible quality of life, irrespective of illness or disability; and
- Retain maximum dignity and respect.

"I am 19 years old and I live at home with my parents and my 2 younger sisters. I am autistic and have a moderate learning disability. I enjoy doing lots of things in the community. For me being an autistic person means that I need to be active and engaged most of the time, so having a busy and varied weekly plan is important to me.

During the week, I attend the college of North West London for four days a week. On Wednesdays I stay at home with my personal assistant to develop my independent living skills, such as housework and cooking. I also go swimming in the evening.

On the weekend, I like to go to swimming, drama, music, use computers and go shopping."

Staff motivation and performance are also expected to increase while delivering day services in a more effective way. An integrated team with increased skills and knowledge, trained in new ways of working is expected to drive service improvements. The CASS case study (see page 17) and the Mental Health community networks (see page 7) show that employees are more engaged when a service model is in place that aims to support people to access mainstream and/or community-based activities.

Increased user satisfaction

Local user surveys and national best practice examples show that most users are keen to take part more in mainstream activities where possible.

User satisfaction is, therefore, likely to increase through a wider variety of activities which are conducted for example at mainstream facilities or with a wider group of people. Having a higher degree of ownership and choice of day activities is also likely to improve quality of life for day services users.

3.2 Financial sustainability

Providing more community-based day services will also allow the Council to provide financially sustainable services.

Increasing independence

This strategy is focused on giving people the support they need to lead more active and independent lives. Service users will be supported to access services provided within the community – leisure, employment, learning and social activities. Brent is committed to supporting people to become more independent and, therefore, reducing the amount of support they need.

The more independent the individual is the less support he or she will need to access mainstream or community-based activities. Highly independent users may be able to access mainstream services without much support, while others may need some organisational

"Steve is 20 years old and has Multiple Sclerosis. Previously he was in a residential school and he returned home to Brent to live with his very supportive family. He would like to live his life as normally as possible and has started his University course full-time in West London in September last year.

He receives Direct Payments which pay for 13 hours of learning support. He identified that it was important for him to do well at university and that he needs help and support to participate fully.

Steve likes to maintain his independence as much as possible, and employing his own support worker enables him to do this."

"Meron is a 77 year old widow from Somalia who suffers from diabetes, hypertension and arthritis. She has been in England since 1999 after her husband was killed in the Civil War.

She receives Direct Payments and buys support with her medication, meals and personal care from Red Sea, an organisation that provides Somali care workers.

Meron is delighted that she can have control over her support and speak Somali with the care workers (as she does not speak English). She also prefers not to have to rely on her daughter anymore."

and preparatory support. Less independent people can go out into the community as part of a supported group, while some will need one-to-one support. Independence levels for each service user will need to be assessed carefully to determine the appropriate level of support.

Estate consolidation

The proposed strategy brings opportunities to reduce the number of council-owned buildings and/or provide a wider variety of services from them. Increasing the community element of day services will mean fewer people will use the buildings, while in addition a wider range of activities could be offered from them across client groups and the wider population.

Less independent people will continue to use day centres regularly, but more independent people will only use the centre as a base or meeting point to go out to community-based activities (if they use it at all). In addition, in the future the focus on community-based activities and a much wider range of options will mean buildings could be used by more than one or all client groups and the wider population.

3.3 Local and national policy alignment

Personalised and community-based day services are in line with local and national policy, focused on service quality improvements, financial sustainability and local planning.

National policy alignment

Brent's day services will offer more choice, control and independence for service users in line with *Putting People First* and specific policy for Learning Disabilities, Physical Disabilities and vulnerable Older People.

Introducing more diverse and community-based day activities as set out in this strategy meets priorities outlined in *Valuing People Now* (DH, 2007) for people with Learning Disabilities: Personalisation, and What People Do During the Day (and Evenings and Weekends).

The *Valuing People Now* Personalisation priority sets out that people should have real choice and control over their lives and services, which Brent Adult Social Care aims to achieve through offering more diverse activities through mainstream and community-based services. The What People Do During the Day priority sets out that people should be helped to be properly included in their communities, with a particular focus on paid work. This will be achieved through increasing the mainstream and community provision of day services.

Similar priorities are set out in *Improving the Life Chances of Disabled people* (PMSU, 2005) and *A new ambition for old age* (DH, 2006).

Local policy alignment

Whilst national policy has been a significant driver in shaping this change, local issues have been equally important in developing this new approach to the delivery of social care services.

The One Council Improvement Strategy and the need for Brent to make significant efficiency savings over the next three financial years have meant that Adult Social Care must develop excellent, innovative services for local people that deliver improved outcomes, whilst ensuring that this is done in an efficient, cost effective way. This strategy sets out to realise both aims as described in the sections above.

In addition, service provision is proposed to be moved to central Brent in line with the South Kilburn Master Plan which has the overall goal of the regeneration of South Kilburn. The proposed vacation of Albert Road day centre in particular will help realise this aim. The proposed new John Bilham Resource Centre will be purpose-built and conveniently located so that it is easily accessible across the borough.

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4. Delivering the vision and benefits

In order to deliver the vision and the benefits Brent Council will need to improve the customer journey, redesign current day services, stimulate the market and engage and involve service users and carers

4.1 Improve the customer journey

Brent Adult Social Care's Personalisation – Customer Journey project is preparing to make a number of changes which will improve the customer journey for everyone with a social care need. These improvements will mean:

- People who do not have an eligible need will have improved access to information and advice about community-based and mainstream support in Brent; and
- People with an ongoing eligible social care need will have a Personal Budget (PB) with greater freedom to choose which services and support they use, and improved support to make those decisions.

In both cases the information, advice and support will not be focused on what have traditionally been described as 'day services', but on the activities, opportunities and support which will help people to meet their outcomes.

In addition, regular assessments will take place to determine the appropriate level of support for people eligible for Council support. This will ensure that people are enabled to contribute as much as possible to the local economy and their local communities.

4.2 Redesign current day services

Brent Adult Social Care directly provides a significant number of day opportunity services to vulnerable people. A wide range of day opportunity services are also provided in the private and voluntary sectors. All of these services will need to be reviewed to assess to what extent they meet the vision outlined in this strategy, so it is clear how they are meeting the needs of service users and carers and providing value for money. See Appendix for more details on the current service provision for Learning Disabilities. Similar plans will be developed for Older People and Physical Disability services within the coming year.

The focus of the operating model of all internally provided day services for vulnerable people would be on providing additional support to people accessing community-based and mainstream opportunities. Service users attending the day centres will have further assessments of their needs relating to the services they would like to access in the future. The role of staff would change accordingly to support the delivery of more personalised services.

4.3 Stimulate the market

In addition to the redesign of existing services, work will also need to start on stimulating the broader market. The aim is to provide people with options to engage in meaningful

activities, spend time in integrated or mainstream setting, improve and extend social networks, and earn money and learn. This will mean undertaking specific initiatives to:

- *Improve access to mainstream services* – mainstream services offer a significant amount of choice already and also promote social inclusion and the development of social capital. In many cases, it is not that mainstream services cannot meet the needs of people with social care needs, but that there are barriers to accessing those services such as restricted access. Therefore, there must be a clear focus on removing those barriers working with public and private sector partners to ensure people can use these services; and
- *Commission new services* – there will still be a need for additional services, such as specialist services and services that enable users to make more use of mainstream and community services. Brent Adult Social Care will maintain its role in working with service users, carers and partners to identify these gaps in the market and find ways of filling them. In addition, we will engage with suppliers to discuss the potential for new and innovative service provision.

4.4 Engage and involve

Brent Adult Social Care cannot deliver this strategy alone. The vision and strategy needs to be owned by service users, carers, the public, staff, current providers and partners. Young people do not choose to attend traditional day services and some existing service users have indicated they would benefit from accessing more support within the community.

Although this would indicate positive initial support for the above service model, significantly more engagement and consultation will be required with service users and carers on the plans before implementation. Successful delivery, which means improved outcomes for the people who access this support and improved value for money for taxpayers, can only be achieved by engaging and involving all relevant stakeholders.

A consultation on this strategy with service users, carers and staff is planned to start as soon as the strategy is signed off. The consultation will take 12 week and will focus on gathering feedback on the proposed changes to day services across the three client groups. This feedback will then be presented to the Executive of the Council for a final decision on the Strategy.

Appendix - Learning Disabilities information sheet

Brent Adult Social Care will transform the current day opportunity services to provide greater choice for people with a learning disability to ensure they are able to achieve the outcomes they set for themselves in education, work and leisure.

The implementation plans for the strategy have been developed furthest for Learning Disability services because most of the directly provided day centres in Brent are for people with a Learning Disability. In addition, there is an urgent need to provide alternative accommodation for Stonebridge users as the building is no longer fit-for-purpose. Similar plans will be developed for Older People and Physical Disability services within the coming year.

Baseline

Internal day services for people with Learning Disabilities in Brent are currently provided across six internal sites, each providing services for people with varying levels of need for a total budget of £3,700,000 in 2009/2010. In addition external providers offer day services for a total of £1,900,000.

Four out of the six current sites provide mainly building-based day activities for users with a range of independence levels. Only CASS and Projects regularly provide community-based activities.

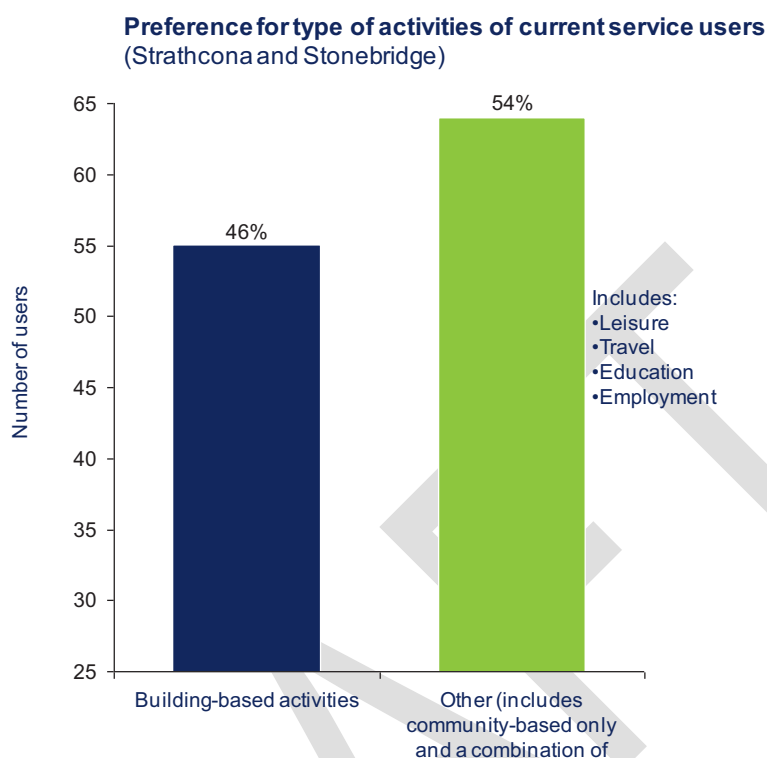
Leisure and education activities are provided at Albert Road, CASS, ASPPECTS, Strathcona and Stonebridge. In addition, some specialist day services for 100 people that cannot be met in-house are provided through the independent and voluntary sector. Local further education providers such as the College of North West London, BACES and East Berkshire College deliver accredited educational and vocational courses at the day centres.

Employment activities are provided through the Projects service. Transport arrangements are in place for each of the sites so that users can access the services from their homes or residential care.

Assessments conducted at Strathcona and Stonebridge show that the majority of service users would prefer more community-based activities as proposed in the strategy. More than half of users would like to increase community-based activities such as leisure, travel, education and employment. 29% of users prefer a combination of building- and community-based activities, while 24% prefer to move activities out to the community completely.

The number of users preferring community-based services may further increase after the services have been introduced and users have become more familiar with them. Previous consultations that taken place over the past years with Learning Disability service users, carers and staff, have indicated that people may be worried about change. However, when the mental health day services for example moved to the community networks model,

people become more enthusiastic in particular after the service actually moved out of the day centre buildings completely and they actually experienced the benefits of the new service model.



Delivering the change and benefits

Improve the Customer Journey

People with a Learning Disability will either have improved access to information and advice about mainstream and community activities, or when they are eligible for Council support they will have a Personal Budget to choose the services and support they need.

The latter category will be regularly assessed on their level of independence to ensure they receive the appropriate support to meet their outcomes and enable them to contribute as much as possible to the local economy and their local communities.

Service Redesign of Directly Provided Day Services

Brent Council Adult Social Care will operationalise a new Resource Centre model re-designing the delivery of day services by providing a base for community activities for all those able to participate. Those who are independent with significant support will still go to the centre for building-based activities.

Case study *Community day services for people with Learning Disabilities*

CASS (Community Activity Support Services) provides day services for fifteen people with learning disabilities and complex needs. The day centre works as a small base at the Willesden Community Hospital from which staff supports people to go out into the community for activities. People go swimming, shopping or to a football match, and individual preferences are met whenever possible.

Both staff and users are very supportive and enthusiastic about the model and prefer the community based approach to the previous building based one.

The aim is to improve outcomes for service users, carers and staff through consolidating estate and increasing independence among service users.

1. Estate consolidation

Through the increase in community-based and mainstream activities, Council-owned buildings are proposed to be rationalised to focus on one purpose-built new building, the John Bilham Centre. This will be the single centre for all directly provided Learning Disability activities and the consolidation will happen over a number of phases.

The first phase is being driven by the need to close the Stonebridge site (which includes Stonebridge and Projects) and find a more fit for purpose building. Users from Stonebridge and part of the Projects users are proposed to move into Strathcona at the end of 2010 to improve service conditions. Service users at Projects would be supported to access either mainstream employment services, or employment services currently commissioned by the Council from third sector organisations. The Shared Lives Adult Placement Scheme could be utilised to ensure that carers help support people to access community-based activities during the day.



The second proposed phase is to move CASS service users into Albert Road and adopt the community-based approach of CASS for all service users. The third proposed phase will be the consolidation of all directly provided day services in the John Bilham Resource Centre in 2011. People from Albert Road, ASSPECTS and Strathcona are to move to the John Bilham Resource Centre when it opens in December 2011.

2. Increasing Independence

The operating model is proposed to be reviewed and transformed for all directly provided day opportunity services so that they are focused on providing additional support to people accessing community-based and mainstream opportunities. Service users attending the day centres will have further assessments of their needs and help in identifying the support that would best meet that need in the future. This should improve service quality outcomes as more independence and choice would lead to increased levels of user satisfaction as people feel they have more control over their daily activities. Also, increasing independence allows for a less building-based approach to day services and therefore enables to consolidation of the current estate as proposed above.

Stimulate the market

In addition to the redesign of existing services, work will also need to start on stimulating the broader market. The aim is to provide people with options to engage in meaningful activities, spend time in integrated or mainstream setting, improve and extend social networks, and earn money and learn. This will be achieved through improving access to mainstream services as well as commissioning new services, including supporting users to make more use of mainstream and community services.

A similar approach to making mainstream services more accessible could be taken for Learning Disability as for Mental Health day services. The Mental Health community networks initially focused on a number of key activities to move to mainstream provision. For example, mental health users as a first step started following courses at the College of North West London. For Learning Disabilities, conversations are already ongoing to design a more personalised approach, which could be funded through the Skills Funding Agency, and could as a next step be delivered at the College rather than the day centre.

Engage and involve

Service users, carers and other stakeholders will be consulted on the Day Opportunities Strategy, and the LD proposals in particular, to ensure a service model that is fit for the needs of current and future service users. We will work with service users, carers, staff, current providers and partners to identify gaps in current provision, targeting new opportunities which will increase choice and meet the needs of people with a Learning Disability.

Appendix C

Direct Services Communications Plan Draft

Brent Council
July 2010

Document control

London Borough of Brent

Direct Services

Document title: Communications Plan

Author(s): Matt Huxley

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Status: Draft

Date: Nov 2010

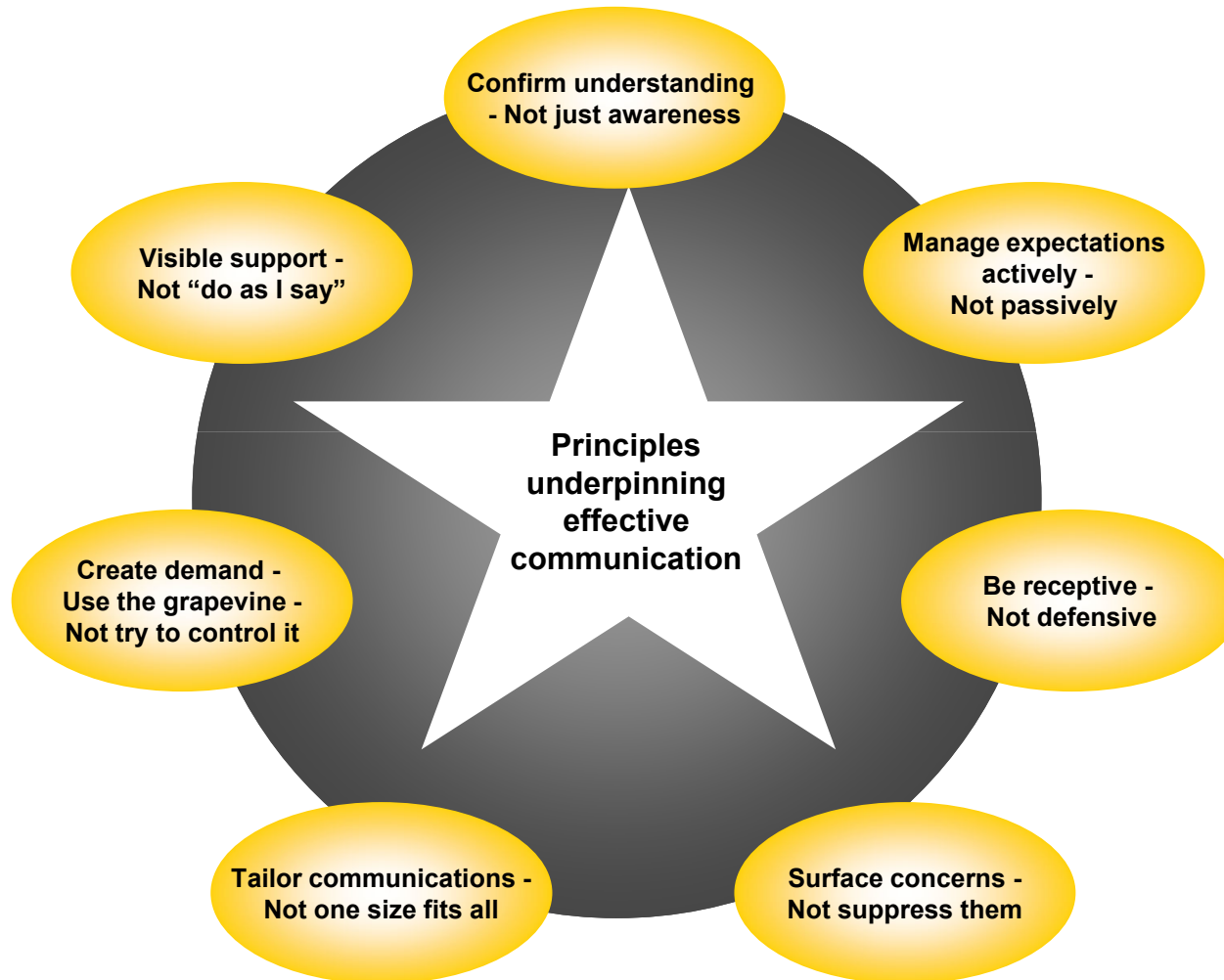
Background

- Direct Services Transformation is the London Borough of Brent's project to transform the delivery of direct or in house services to people with learning disabilities.
- Through it, the council plans to consolidate its various day services and increase independence, customer choice, realising more personalised services.
- Through version one of this document, the council engaged with users and carers through three waves of consultation. Regular discussions were held with members and MPs, and service provider organisations. Over the coming months, this will increase as staff, service users, partners and stakeholders are involved in changing how learning disability services are delivered in Brent.
- Version two (this version) of the Communications Plan outlines how the council will use communication to facilitate understanding and support for the transformation of day services to people with learning disabilities. Our current plans build on feedback and experiences gained during the consultation period.
- The Communications Plan is continually updated as the project develops.

Communications and Engagement Plan Objectives

- To ensure that internal and external stakeholders are engaged and supportive of the Direct Services project, why it is needed and how Brent Council expects to take the transformation forward. To carry out all communications in line with Valuing People recommendations.
- To ensure that key stakeholders are engaged and supportive of the transformation changes, and how they can contribute to the transformation of our services, making effective use of service user forums and advocates where appropriate including the Partnership Board.
- To enable service users and carer views and feedback to be taken on-board to influence the planning of communications events as well as the decisions made and direction taken about the project as a whole.
- To ensure staff across Brent Council understand how business transformation links with business as usual to ensure external stakeholders receive a seamless service.
- To communicate the Direct Services project and wider transformation programme to meet the objectives of the corporate communications and consultations strategies which enhance Brent Council's reputation in the local and national media where appropriate.

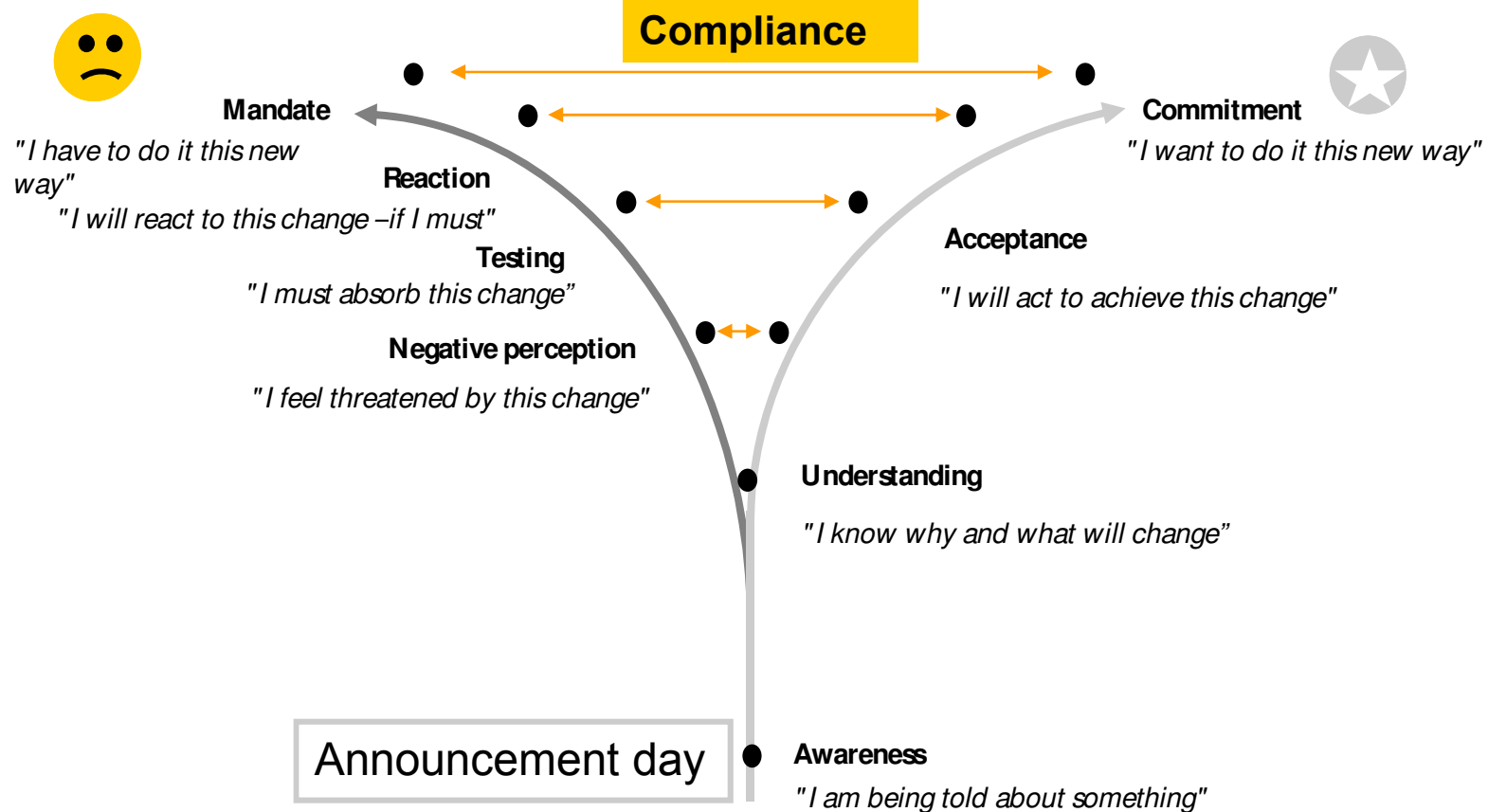
Communication principles



Gaining commitment through communication

The challenge of change management is to move stakeholders up the commitment curve to the point where they are committed to the success of the program and willing to alter the way they behave to support new ways of working. Communications forms a vital role in this.

The Stakeholder Commitment Curve



Key Messages

Key messages – Aims and Objectives

- Brent Council wants to make it easy for vulnerable people to take part in more varied activities so that they can have more of a say in how they work, learn and enjoy leisure and social activities.
- The council believes people who have a social care need have the right to lead their lives like everybody else, with the same opportunities and responsibilities, and to be treated with the same dignity and respect.
- Brent's Adult Social Care transformation is designed to make this a reality. It presents an overall vision for people with learning and physical disabilities and vulnerable older people.
- The council wants to make sure that the day services meet the needs of service users, now and in the future.
- Our proposals reflect national policy, which says that services for vulnerable people should be tailored to their individual needs and based in the community, rather than in day centres and similar buildings. These services will be delivered by the same organisations that everyone else uses and people can pay for them using their personal budgets. Personal budgets are paid to service users and their carer.
- Experience in other parts of the UK shows that this will improve services by promoting choice, control and independence. It also helps to make services more financially sustainable for the future as public spending becomes more tightly controlled.

Key messages – Direct Services

- The plans for learning disability (LD) services are the most advanced because most day centres in Brent are for people with a learning disability. Users of Stonebridge and Projects urgently need new accommodation as the buildings are not fit for purpose. Similar plans will be developed for older people and physical disability services within the coming year.
- Brent Council proposes to build the new John Bilham Resource Centre as a base for all LD day opportunity activities in the community. More people will go to a different service independently or with a support worker rather than go to the resource centre. The council will need fewer buildings to deliver day services. There will be better access to information and advice about mainstream and community activities.
- When they are eligible for council support people will have a personal budget to choose and pay for the services and support they need. Their personal plans will be regularly reviewed to make sure that they receive the support they need to participate as much as possible in the local community and economy.
- Brent Council will create more opportunities to take part in meaningful activities in the community. The council will buy new services and work with local providers such as the College of North West London to improve access to mainstream services.

Key Messages - Transition

- The proposal is that the move into the John Bilham Resources Centre will happen in several stages:
 - Users from Stonebridge and Projects will move into Strathcona at the end of 2010. People at Strathcona, and at ASPPECTS, will then receive a review of the support they need in order to participate in community activities.
 - At the same time, CASS service users will use Albert Road as a base and all users will adopt the CASS community approach and receive a review of the support they need.
 - The third phase will be to re-design the way day services are provided.
 - The fourth phase will be all services moving to the John Bilham Resource Centre at the end of 2011 for the remaining service users to use as a base.

Brent Council LD day centres

Learning Disability



Communication and consultation activity to date

Consultation and communication with service users

Event	Attendees	Planning	Session description	Lesson learned/feedback
<p>Formal Consultation - Wave 1 Consultation from 2nd to 11th August</p> <p>Wave 2 Consultation from 9th to 23rd September</p> <p>Wave 3 Consultation from 5th to 18th October</p>	<ul style="list-style-type: none"> • Service users with learning disabilities, physical disabilities, and older people 	<ul style="list-style-type: none"> • Initial planning carried out by Project Group and Service User and Carer involvement worker • Input sought at Waves 1 and 2 and used to design the subsequent sessions • Advocates played a significant role in designing the sessions and materials across all waves 	<ul style="list-style-type: none"> • Meetings (2 hours) at the nine Learning Disability, Physical Disability and Older People day centres where Brent Council provides services • Information was carefully designed to match the needs of the groups attending meetings and included key messages and the Day Opportunities strategy • Information was initially presented orally and then service user groups split into smaller groups for a facilitated table discussion (format was changed to accommodate users with learning disabilities) • Service user responses and questions were captured by scribes on flipcharts • In addition to key workers, advocates were present to assist service users in expressing their views at the Strathcona, Stonebridge, Projects and New Millennium meetings • Translators, British Sign Language (BSL) signers and speech therapists were also available when needed to increase communication to and from users • Advocates were present and able to use Makaton to increase communication with LD users with complex needs • One to one meetings were held with officers and advocates to elicit further information where requested 	<ul style="list-style-type: none"> • Users expressed similar concerns over the three waves of consultation • However, those who attended more than one session tended to change their views as they increased understanding of the Council's position • During Wave 1 at Westbrook, the consultation was adapted and instead individual meetings facilitated by voluntary groups were scheduled to meet users needs • Feedback from the session indicated smaller groups encouraged better communication • Advocates most effective when involved as early as possible in the planning process

Communication and consultation with carers and additional service user support

Event	Attendees	Planning	Session description	Lesson learned/feedback
Wave 1 Consultation from 2 nd to 11 th August	Carers for service users with learning disabilities, physical disabilities, and older people	<ul style="list-style-type: none"> Initial planning carried out by Project Group and Service User and Carer involvement worker Input sought at Wave 1 and 2 carer meetings and used to design subsequent meetings 	<ul style="list-style-type: none"> Meetings (2 hours) held to hear their views on and concerns about the proposed service re-design Information in form of presentation, plenary question and answer and facilitated small group sessions A leaflet with the key messages of the strategy in plain English and easy read was available to all users, as well as a copy of the Day Opportunities Strategy and the online questionnaire A palantypist recorded all discussion, which were projected live on a screen Translators were available when needed One to one meetings were held with officers and advocates to elicit further information where requested Lead Member attended carer meetings and answered questions 	<ul style="list-style-type: none"> Carers did not initially fully understand the concept of personalisation and to improve this case studies were sought and a user who received direct payments brought along to answer questions Carers understanding of the reasoning behind the council's decision improved across the waves even if they did not all explicitly support the project aims Carers who were particularly engaged were encouraged to facilitate small group sessions; this was successful and increasingly occurred through the consultation
Wave 2 Consultation from 9 th to 23 rd September				
Wave 3 Consultation from 5 th to 18 th October				
Additional service user communication	Key workers and service users	<ul style="list-style-type: none"> Feedback from session indicated further communication through key workers would be beneficial 	<ul style="list-style-type: none"> Key workers attended briefing sessions on communication materials and held sessions with users informally over period of consultation and continue to be a key source of information 	<ul style="list-style-type: none"> Ongoing
Individual carer meetings	Officers and carers	N/A	<ul style="list-style-type: none"> Written communication to all carers who wrote with concerns. Where carers had significant concerns additional support was provided in the form of telephone call or one-to-one meetings 	<ul style="list-style-type: none"> Ongoing

Communication with Members, MPs, and providers

Event	Attendees	Session description	Lesson learned/feedback
<ul style="list-style-type: none"> Lead member briefings July 2010 follow up meetings monthly 	<ul style="list-style-type: none"> Lead Member, officers 	<ul style="list-style-type: none"> Full written and oral briefing with Lead Member 	<ul style="list-style-type: none"> The need to communicate more regularly with Lead Member to ensure continually up to date – important that Member can answer Q&As on an ongoing basis from residents and carers
<ul style="list-style-type: none"> Leader Briefing 	<ul style="list-style-type: none"> Leader, press, officers 	<ul style="list-style-type: none"> Full written and oral briefing with Leader briefing with press including Q&A 	<ul style="list-style-type: none"> Consultation briefings complete. Ongoing
<ul style="list-style-type: none"> Local political party monthly meeting 	<ul style="list-style-type: none"> Local political politicians 	<ul style="list-style-type: none"> Presentation and Q&A session to cross party Members 	<ul style="list-style-type: none"> Consultation briefings complete. Ongoing
<ul style="list-style-type: none"> Providers 	<ul style="list-style-type: none"> Four main provider groups 	<ul style="list-style-type: none"> Specially designed sessions aimed at providers Information in form of presentation, plenary question and answer 	<ul style="list-style-type: none"> Good understanding and support for council's plans Service providers began turning up to carer meetings so this special session was designed to accommodate them Discussion was wide and varied and covered significant feedback on areas to improve service now and in future and how to involve other external stakeholders in successful delivery of the project e.g. Colleges

Communications approach

Communications Approach

The consultation report and feedback gathered from consultation events will feed into the executive report considered by Members. On the basis of this report, Members will make a decision as to whether the Direct Services project will go ahead in its current form.

Following the decision by Members, a revised Communications Strategy will be taken forward. The remainder of this document assumes the project will continue and sets high level communications objectives for each stakeholder group based on feedback from the consultation process.

Consultation
process; Waves
1,2 & 3

Consultation
Report and
Feedback

Executive Report
decision

Revised
Communications
Strategy and
Messages

Revised Action
Plan

Key worker communication to service user

On request one-to-ones with carers

Regular communication with Members and MPs

High level stakeholder analysis Nov 2010

Group A – stakeholders directly affected by the changes

Stakeholders	Current understanding	Main concerns	Key messages	How to engage	Desired Outcomes	Likely champions
Service users - LD	<ul style="list-style-type: none"> • High level understanding of Day Services Strategy and project 	<ul style="list-style-type: none"> • Loss of day centres as place to meet socially • Concerned over transport arrangements for other services • Concerned about transition to other/more general services in wider community 	<ul style="list-style-type: none"> • Brent Council wants to make it easy for vulnerable people to take part in more varied activities • SDS and DS will promote choice, control and independence • More people will go to a different service independently or with a support worker rather than go to the resource centre • There will be better access to information and advice about mainstream and community activities • The council will buy new services and work with local providers such as the College of North West London to improve access to mainstream services 	<ul style="list-style-type: none"> • Plain English written and pictorial information • For more complex needs increased simplification and physical communication of messages (through locations) • Briefing sessions with Key workers • Student Council • Advocate involvement in designing info and briefing sessions 	<ul style="list-style-type: none"> • Users understand rationale for DS • Users feel positive about accessing different services and confident these will meet their needs 	<ul style="list-style-type: none"> • Individual users
Carers	<ul style="list-style-type: none"> • High level understanding of Day Services Strategy and project 	<ul style="list-style-type: none"> • Change motivated primarily by saving money • Concerned over safety and capacity in John Bilham • Level of respite for carers • Impact on service users 	<ul style="list-style-type: none"> • Brent Council wants to make it easy for vulnerable people to take part in more varied activities • SDS and DS will promote choice, control and independence • DS will make services financially sustainable for the future as public spending becomes more tightly controlled • Users of Stonebridge and Projects urgently need new accommodation as the buildings are not fit for purpose 	<ul style="list-style-type: none"> • Plain English written information • Formal letter informing of decisions and changes • Briefing sessions with Q&A 	<ul style="list-style-type: none"> • Carers understand rationale for DS • Carers support move to SDS and impact that will have on users 	<ul style="list-style-type: none"> • Individual carers
Staff working in Day Centres	<ul style="list-style-type: none"> • High level understanding of Day Services Strategy and project 	<ul style="list-style-type: none"> • Changes of jobs/roles • Impact on service users • John Bilham capacity 	<ul style="list-style-type: none"> • SDS offers greater choice and control for users and more financial sustainability • Some jobs will change. Staff will be involved in designing the new system and we will consult extensively around HR implications • The council will look to reduce spend on temporary staff first before looking at requirements for permanent staff 	<ul style="list-style-type: none"> • Team meetings • Briefings • Monthly email • Unions 	<ul style="list-style-type: none"> • Staff understand rationale and support move to SDS • Staff support DS project as in best interests of users • Staff understand DS will make future services financially sustainable 	<ul style="list-style-type: none"> • Change champions

Group B – stakeholders indirectly affected by changes and required to act

Stakeholders	Current understanding	Main concerns	Key messages	How to engage	Desired Outcomes	Likely champions
Unions	<ul style="list-style-type: none"> Awareness of national agenda and national union stance. Uncertainty over local workforce implications 	<ul style="list-style-type: none"> Changes/loss of job and redundancies 	<ul style="list-style-type: none"> Self directed support offers greater choice and control Staff will be involved in designing the new system We will consult extensively around HR change 	<ul style="list-style-type: none"> Briefing/consultation 	<ul style="list-style-type: none"> Awareness of DS Understanding of HR implications 	
Staff working in housing and community care	<ul style="list-style-type: none"> Awareness of national agenda Uncertainty around implications 	<ul style="list-style-type: none"> Meeting duty of care Changes/loss of jobs Skills/ training implications Changes required in their specific services 	<ul style="list-style-type: none"> Direct Services offers greater independence, choice and control for users We will be working closely with partners to ensure new system is joined up and user receive seamless transition 	<ul style="list-style-type: none"> Workshops with managers and staff Team meetings to cascade messages Written communications(newsletters /email/website) Briefing/ feedback sessions to encourage 2 way communication 	<ul style="list-style-type: none"> Staff understand council rationale for DS Staff support move to SDS as best thing for users Awareness of service based changes for seamless service delivery 	<ul style="list-style-type: none"> Individual managers within discrete teams
Key partners - Health trusts, PVI Sector, Brent Community Services	<ul style="list-style-type: none"> Awareness of national agenda Uncertainty around implications for local partnership working 	<ul style="list-style-type: none"> Impact on joint working/teams/governance/budgets 	<ul style="list-style-type: none"> Direct Services offers greater independence, choice and control for users We will be working closely with partners to ensure new system is joined up and user receive seamless transition 	<ul style="list-style-type: none"> Briefings at partnership meetings Written info pack Consultation 	<ul style="list-style-type: none"> Partners sign up to DS vision Partners understand opportunities to deliver services differently 	<ul style="list-style-type: none"> Partner 'champions'

Group B – stakeholders indirectly affected by changes and required to act

Stakeholders	Current understanding	Main concerns	Key messages	How to engage	Desired Outcomes	Likely champions
Members, MPs and Local Politicians	<ul style="list-style-type: none"> Initial engagement begun – understanding varies according to current level of involvement 	<ul style="list-style-type: none"> Meeting duty of care Impact on budget Potential for bad news stories 	<ul style="list-style-type: none"> SDS and DS will promote choice, control and independence Services will become financially sustainable for the future as public spending becomes more tightly controlled Users of Stonebridge and Projects urgently need new accommodation as the buildings are not fit for purpose 	<ul style="list-style-type: none"> Regular personal briefings with portfolio holder and Leader Written information to MPs Presentation at local party monthly meetings Presentation to overview and scrutiny Briefing to Cabinet 	<ul style="list-style-type: none"> Understanding of positive impacts for service users Understanding of requirement for financially sustainable services Members who feel confident dealing with public on Direct Services 	<ul style="list-style-type: none"> Portfolio holder (Ruth Moher)
Providers – current and potential	<ul style="list-style-type: none"> Understanding of day opportunities strategy Low level understanding of future service delivery opportunities 	<ul style="list-style-type: none"> Less control over financial planning/ forecasting Significant changes to business models may be required Costs of administration could increase 	<ul style="list-style-type: none"> Providers who are innovative could attract more business We will work with providers to support the transition 	<ul style="list-style-type: none"> Briefings sessions Written info pack Consultation Engagement through provider fora 	<ul style="list-style-type: none"> Providers identify opportunities presented by DS Providers see themselves as key partners in the delivery of new and innovative care solutions and take part in planning 	<ul style="list-style-type: none"> Key providers

Group C – stakeholders indirectly affected by changes without the need to act

Stakeholders	Current understanding	Main concerns	Key messages	How to engage	Desired Outcomes	Likely champions
Council workforce	<ul style="list-style-type: none"> Limited awareness of national agenda Inconsistent understanding of impact of DS and SDS in Brent, inc timescales and workforce implications 	<ul style="list-style-type: none"> Confusion as to what the changes mean Changes to jobs/increased workloads Impact on service users 	<ul style="list-style-type: none"> DS offers greater independence choice and control for users DS puts delivery of services on a more sustainable financial footing We will continue to meet duty of care 	<ul style="list-style-type: none"> Written communications (newsletters/email/web site) Town hall/leadership meetings 	<ul style="list-style-type: none"> Understanding of rationale for DS project Council workforce think SDS is the right thing to do for service users 	<ul style="list-style-type: none"> Corporate change/comms
Brent residents	<ul style="list-style-type: none"> Very little understanding 	<ul style="list-style-type: none"> People being cared for properly Impact on Council Tax/Value for money 	<ul style="list-style-type: none"> DS offers greater choice and control for users DS puts delivery of services on a more sustainable financial footing 	<ul style="list-style-type: none"> Briefings/consultation Local media articles 	<ul style="list-style-type: none"> Understanding of Council rationale for DS Support for SDS positive impacts for service users 	-
DCLG	<ul style="list-style-type: none"> Awareness of national agenda Uncertain of local plans 	<ul style="list-style-type: none"> Feasibility of roll out within timeframes Negative impact on service users 	<ul style="list-style-type: none"> DS executed in timely fashion with proper user consultation 	<ul style="list-style-type: none"> Written communication 	<ul style="list-style-type: none"> Continuing support from CLG 	-

Appendix

Direct services transformation

Consultation schedule – wave 1

August 2010

Overview (1/3)

Date	Centre	Group	Time	Resources	
Mon 2/8	Strathcona & ASPPECTS Address: 5 Strathcona Road Wembley HA98QR	a. Strathcona users (60 approx)	10.45am-12.15pm	•Presenter: Alison •Facilitation: Nancie, Fay, Fran	•Scribes: Bola, Nisha, Owen •Advocates: Rita, Sharon
		b. ASPPECTS users (12 approx)	1.30-3pm	•Facilitation: Key workers •Project officer support: Nancie	•Speech and Language assistant: Jennie
		c. Staff (15 approx)	3.30-5pm	•Presenter: Alison •HR support: Nancie	•Note taker: Peter Kendal
		d. Managers (2 approx)	5-5.30pm	•Presenter: Alison •HR support: Nancie	•Note taker: Peter Kendal
		e. Carers (40 approx)	6-8pm	•Presenter: Alison •Facilitation: Nancie, Fay, Fran	•Note taker: Palen typist
Tues 3/8	Albert Road Address: Albert Road NW65DE	a. Users (30 approx)	10.45am-12pm	•Presenter: Alison •Facilitation: Nancie/Fran/Fay	•Assistants: key workers •Speech and Language assistant: Jennie
		b. Staff (12 approx)	3.30-5pm	•Presenter: Alison •HR support: Nancie	•Note taker: Gayle
		c. Managers (2 approx)	5-5.30pm	•Presenter: Alison •HR support: Nancie	•Note taker: Gayle
		d. Carers (30 approx)	6-8pm	•Presenter: Alison •Facilitation: Nancie, Fran	•Note taker: Palen typist
Wed 4/8	Stonebridge & Projects Address: Twybridge Way London NW10 0ST	a. Users (60 approx)	10.45am-12.15pm	•Presenter: Alison •Facilitation: Nancie, Beverly (tbd), Fran	•Scribes: Bola, Nisha, Owen •Advocates: Rita, Sharon •Interpreter/BSL signer: Niranjan Joshi /Zane
		c. Staff (27 approx)	3.30-5pm	•Presenter: Alison •HR support: Nancie	•Note taker: Anna McArthur
		d. Managers (2 approx)	5-5.30pm	•Presenter: Alison •HR support: Nancie	•Note taker: Anna McArthur
		e. Carers (30-40 approx)	6-8pm	•Presenter: Alison •Facilitation: Nancie, Fay, Fran	•Note taker: Palen typist •Interpreter: Niranjan Joshi

Overview (2/3)

Date	Centre	Group	Time	Resources	
Thurs 5/8	CASS Address: Willesden Centre for Health and Care Robson Avenue Brent Park, London NW10 3RY	a. Users (5 approx)	10am-12pm	•Presenter: Alison •Facilitation: Nancie/Fay/ran	•Assistants: key workers •Speech and Language assistant: Jennie
		b. Carers (5 max)	12-2pm	•Presenter: Alison •Facilitation: Nancie, Fay, Fran	•Note taker: Palen typist •Interpreter: Niranjn Joshi
		c. Staff (11 approx)	3.30-5pm	•Presenter: Alison •HR support: Nancie	•Note taker: Gayle
		d. Managers (2)	5-5.30pm	•Presenter: Alison •HR support: Nancie	•Note taker: Gayle
Fri 6/8	Westbrook Address: 51. LONGSTONE AVENUE. HARLESDEN. NW10 3UN	a. Staff (x approx)	3.30-5pm	•Presenter: Alison •HR support: Nancie	•Note taker: Bhisma Thapa
		b. Managers (2 approx)	5-5.30pm	•Presenter: Alison •HR support: Nancie	•Note taker: Nancie
		c. Carers (60 approx)	6-8pm	•Presenter: Senel •Facilitators and scribes: Senel, Fay, Nancie	•Note taker: Palen typist
Tues 10/8	Kingsbury Address: 364B, Stag Lane London NW9 9AE	a. Users (30 approx)	10.45am-12pm	•Presenter: Alison (30 min only) •Facilitators and scribes: Clive, Fay, Nancie	•Advocates: Advocacy Partners (tbd) •Interpreter: Niranjn Joshi
		c. Staff (9 approx)	3.30-5pm	•Presenter: Alison •HR support: Nancie	Note taker: Pat Stewart
		d. Managers (2 approx)	5-5.30pm	•Presenter: Alison •HR support: Nancie	Note taker: Pat Stewart
		e. Carers (30 approx)	6-8pm	•Presenter: Alison •Facilitators and scribes: Clive, Fay, Nancie	•Note taker: Palen typist

Overview (3/3)

Date	Centre	Group	Time	Resources	
Wed 11/8	New Millennium Address: 1 Robson Avenue, Willesden, London. NW10 3SG	a. Users (35 approx)	10.45am-12pm	•Presenter: Alison •Facilitators: Clive, Nancie, Fay	•Advocate: Jimmy Talisford •Scribe: Bola, Gayle •Interpreters/BSL signer: Niranjan Joshi /Portuguese interpreter /Zane/Rob
		b. Staff (16 approx)	3.30-5pm	•Presenter: Alison •HR support: Nancie	Note taker: Pat Emanuel
		c. Managers (2)	5-5.30pm	•Presenter: Alison •HR support: Nancie	Note taker: Pat Emanuel
		d. Carers (10/20 approx)	6-8pm	•Presenter: Clive •Facilitators and scribes: Clive, Fay, Nancie	Palen typist

APPENDIX D

**EQUALITIES IMPACT
ASSESMENT**

**DRAFT DAY OPPORTUNITIES STRATEGY LEARNING
DISABILITIES**

NANCIE ALLEYNE

5/11/2010

EQUALITIES IMPACT ASSESMENT

Title of service being assessed

Learning Disability Directly Provided Day Services

Department and Section

Housing and Community Care Adult Social Care

Impact Needs/Requirement Assessments

Completion Form

Please note that you must complete this form if you are undertaking a formal Impact Needs/Requirement Assessment. You may also wish to use this form for guidance to undertake an initial assessment or screening. Use this form for new and existing policies. Where a question is not applicable to your assessment, please indicate

1. *What is the name of the service/policy/procedure/project etc to be assessed?*

This document details the Equality Impact Assessment for proposed changes to learning disability day services directly provided by the Housing and Community Care Department of London Borough of Brent for people with learning disabilities. The aim of this report is to outline how the proposed changes will impact on day service users taking into account their race, gender, religion/belief, sexual orientation, age and level of disabilities. The proposed changes cover 6 directly provided day services:

- Strathcona Based in Wembley
- Albert Road Based in South Kilburn
- Stonebridge Based in Stonebridge
- ASPPECT Based on the grounds of Strathcona
- Projects Based on the site of Stonebridge Day Centre
- CASS Based at Willesden Centre for Health and Care

2. *Briefly describe the aim of the service/policy etc? What needs or duties is it designed to meet? How does it differ from an existing services/policies etc in this area?*

The proposed changes to directly provided learning disability day services are focused on moving from inflexible buildings-based services to personalised community-based solutions, which reflect individual service user's aspirations.

This proposed change has been developed on the basis of:

EQUALITIES IMPACT ASSESMENT

- national policy - 2007 - Putting People First, a shared vision to transforming adult social care; 2009 - 'Valuing People Now 2009'
- recent local experience (over the last two years the council has been working on plans to modernise the way they provide day care services to people who attend in-house day centres), and
- Brent Council Adult Social Care's belief that people who have a social care need have the right to lead their lives like everybody else, with the same opportunities and responsibilities, and to be treated with the same dignity and respect.

The draft Day Opportunities Strategy brings these different elements together. The strategy is not focused on eligible needs and services, but on people and outcomes such as:

- Having the opportunity to engage in meaningful activities
- Improving and extending social networks
- Spending time in an integrated or mainstream setting
- Learning, and earning money.

Therefore, it is structured around the activities that underpin such outcomes:

- To enjoy leisure and social activities (leisure);
- To learn (education); and
- To work (employment).

Person centred planning is fundamental to this approach as reassessments and support planning to help individual to identify the outcomes they want to achieve and how they will achieve them is central to the implementation of the plan.

Both the draft Day Opportunities Strategy and the plan for learning disability directly provided services will be reported to the council Executive on 13 December 2010 for a decision.

3. *Are the aims consistent with the council's Comprehensive Equality Policy?*

Central to the work of the Community Team for People with Learning Disabilities (CTPLD) and the Direct Services staff, is the concept of dignity, respect, equality and fairness and the backbone of this work is the right to independence, choice and control for people with learning disabilities.

These concepts and the aims of the draft Day Opportunities Strategy fulfil the Council's Action Plan for disability and Race Equality. The promotion of greater personal choice and independence, employment and well-being is in line with the

EQUALITIES IMPACT ASSESMENT

Council's policy.

4. *Is there any evidence to suggest that this could affect some groups of people? Is there an adverse impact around race/gender/disability/faith/sexual/orientation/age/health etc? What are the reasons for this adverse impact?*

There is no evidence to suggest that there will be an adverse impact in terms of race/gender/disability/faith/sexual orientation/age or health because the approach is focused on addressing people's individual needs specifically. National evidence suggests that this approach has the capacity to bring significant improvements to people's quality of life by moving away from a limited selection of inflexible services to a diverse range of services and support that meet individual needs.

However, there will be a range of barriers that will need to be specifically addressed in the transition through reassessment, support planning and strategic commissioning. Below is a selection of the issues that were raised during the consultation:

- Some users have said that they do not always feel safe in public areas e.g. using public transport and/or just walking the streets
- At a recent consultation event one user in particular felt that a day centre was needed for people who were blind and partially sighted. They felt more protected being in one place and in one building
- Some users from Stonebridge Day Centre are concerned about a proposed move to Strathcona Day Centre and some people with complex needs and/or autism may be affected by the move to the John Billam Centre

These issues need to be tackled at three levels:

- Public sector partnerships - community Safety for people with learning disabilities is not just a Brent issue, it is a national issue. Work will need to continue through the Learning Disability Partnership and public sector/community forums to tackle the underlying issues, but this will take time
- Social care commissioning - identifying suitable community based solutions and working with those providers to ensure service users are supported and made to feel safer
- Individual reassessment and support planning - different people will have different concerns that need to be addressed in different ways. Person centred planning will ensure that individuals' specific concerns are addressed and the right solution is found for that person.

Another issue that was raised at the consultation is that some services in Brent do not currently meet some cultural needs and those that do are at full capacity. Again the person centred planning approach in combination with improved commissioning, brokerage and market management which is beginning to be

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developed will help to find the right support for people who have specific cultural needs. For example, a Health and Well-being area has been put onto the Brent website which has signposting information about organisations who can meet specific cultural needs.

5. *Please describe the evidence you have used to make your judgement. What existing data for example (qualitative or quantitative) have you used to form your judgement? Please supply us with the evidence you used to make your judgement separately (by race, gender and disability etc).*

The evidence we have used to inform our judgements are the consultation events and previous assessments. The detail of the consultation is set out in the next section.

Information from previous assessments suggests a range of issues need to be addressed:

- From the assessments many service users have said that they want to try new things in the community. Some want to leave the day centre completely whilst others would like to combine community and day centre activities
- Some people from the Asian community would prefer a more cultural specific day centre environment. This in the main is because of their desire to practice their faith together with other people from their own community
- Twelve male and 5 female service users who attend Projects have said that they either want to gain full time employment, expand their working hours or secure work experience. Similar themes have been articulated at the consultation meetings held in August, September and October 2010. Service users who attend Projects tend to be users who are more able to work full or part time.

Further information will be collated from the comprehensive reassessment process of all 295 service users which is fundamental to the implementation of any changes. The process is being set up to ensure that there are close links between: assessment, support planning and strategic commissioning. In this way additional gaps or any adverse impacts can be addressed in a systematic way.

6. *Are there any unmet needs/requirements that can be identified that affect specific groups? (Please refer to provisions of Disability Discrimination Act and the regulations on sexual orientation and faith if applicable)*

Evidence from previous assessments and the consultation events suggests a range of unmet needs/requirements:

- some community provision is not geared up to support people with

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disabilities e.g., they do not have appropriate changing rooms or wheel chair access

- some people have difficulty in accessing college buildings and local colleges
- there is also anecdotal evidence that suggest services do not respond appropriately to people with learning disabilities because of their limited experience of dealing with them, and
- there are no specific or women only services which would benefit some women from the Asian community.

Again, the reassessment and support planning process will identify more of these unmet needs and requirements, and the process has been designed to record and address these issues wherever possible. If they cannot be resolved, then a buildings-based, directly provided service will still be available.

7. *Have you consulted externally as part of your assessment? Who have you consulted? What methods did you use? And what have you done with the results? How do you intend to use the information gathered as part of the consultation?*

There has been a comprehensive consultation process. The draft Day Opportunities Strategy and the proposed changes to directly provided learning disability services have been explained through a series of consultations and focused workshops.

Brent Council Community Care officers spent approximately 2 hours at each directly provided service with service users to hear their views on and concerns about the proposed changes to day centres and service re-design. After a presentation of the proposed plans by the Assistant Director for Community Care, all service user groups split into smaller groups for a facilitated discussion on the proposed strategy and what impact it would have on individuals and service users groups. The facilitators asked service users to express their views to three questions:

1. What do you think the Assistant Director just told you?
2. What do you think about these changes?
3. What do you like about the day centre?

A leaflet with the key messages of the strategy in Plain English and Easy read was available to all users, as well as a copy of the draft Day Opportunities Strategy.

Service user responses and questions were captured by scribes on flipcharts.

In addition to key workers, advocates were present to assist service users expressing their views at the Strathcona and Stonebridge day centres. Projects users were also consulted with key workers and advocates present Translators and British Sign Language (BSL) signers were also available when needed. At the end of the session, facilitators fed back their group responses.

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The ASPPECTS and Albert Road service user sessions had a different format to adjust to the different levels of need and capacity. The key workers explained the proposed plans to service users by showing objects and pictures. Together with a speech and language therapist they tried to elicit service users' responses to two questions:

1. What do you like about the day centre?
2. What things do you not like about the centre?

The responses from these sessions are not recorded separately as it was very difficult to get meaningful reactions from this group of service users.

The above consultation commenced in August 2010 for all the day centres which fall under the Direct Services provision for users, carers and staff and was repeated in September and again in October with amendments made to the format taking users, carers and staff comments on board and to improve users and carers understanding of the messages within the proposed draft Day Opportunities Strategy.

A consultation event for providers who support service users who have no direct contact with their relative was also held in November.

All the consultation events, 42 in total, have been recorded using scribes from the Corporate Consultation Team; Palentypist (which provided a complete verbatim record of what had been discussed) and note takers.

The above information has been collected and a report has been produced for each round of consultation held in August, September and October 2010. Copies of the reports have been provided to carers and staff and all reports have been placed on the council's website

The information from the consultation meetings will be used to inform a report which will be presented to the Council's Executive Committee on 13th December 2010. Within the report a number of options will be put forward for implementing the draft Day Opportunities Strategy. The final decision on the future shape of the Day Services will be for the members of the Executive committee to make at the meeting on 13th December 2010.

8. Have you published the results of that consultation, if so, where?

Copies of all consultation documents have been provided to carers as hard copies.

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Soft copies were made available on the Council's website. In addition at each consultation event, key concerns and issues from the previous meeting and what other people have been saying were fed back.

Information has also been included in the Corporate Consultation Tracker.

A report to the Executive will be presented in December 2010 which will include detail and information from all the consultation events. The Executive report, and its appendices, will be made available on Brent's Website and hard copies will be available from the Council's Committee Services.

9. *Is there public concern (in media etc) that this function or policy is being operated in a discriminatory manner?*

Significant concerns have been raised about proposed changes to directly provided services, but these concerns are not related to the changes being discriminatory, and they have been set out and addressed in the Executive report. The national policy, local strategy and person centred planning which underpin these proposed changes should all ensure that support and services meet people's individual needs in the future.

10. *If in your judgement, the proposed service/policy etc does have an adverse impact can that impact be justified. You need to think about whether the proposed service/policy etc will have a positive or negative effect on the promotion of equality of opportunity. If it will help eliminate discrimination in any way, or encourage or hinder community relations.*

The proposed changes will not have an adverse impact on equalities.

11. *If the Impact cannot be justified, how do you intend to deal with it?*

N/A

12. *What can be done to improve access to take up of services?*

Access to day services funding (as with all social care services) will be on the basis of service users meeting Fair Access to Service Criteria.

Increasing access to community based services will require strategic commissioning work with community based providers, for example:

- colleges will need to adapt their curriculums and offer improved access to their courses with the aim of users being able to study something that gives them a better chance of securing employment and becoming more independent in a mainstream classroom setting

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- specialist service providers and community providers ensuring their services are more culturally appropriate.

Increasing access to services will also rely on flexible payment mechanisms, for example, a Direct Payment, a council managed fund or an Individual Service Fund. These options, and easy access to them, are being developed through a separate, but aligned project – Adult Social Care Customer Journey.

13. *What is the justification for taking these measures?*

The justification for this is to support inclusion, choice and independence and to enable people with learning disabilities to exercise their right to be full citizens.

14. *Please provide us with separate evidence of how you intend to monitor in the future. Please give the name of the person who will be for this on the front page*

The reassessment and support planning process will set a clear baseline against key indicators:

- Age
- Gender
- Language,
- Faith
- Monitor direct payments and take up of personalised budget by the above group
- % of users securing employment and type of employment
- % of users accessing culturally specific services through brokerage and market stimulation
- % of increase in women only service
- Improvement to quality of users lives
- Regular Reports to go to Learning Disabilities Partnership Board will be produced as well as to the disabilities forum

The Joint Commissioner for Learning Disabilities Service will then be responsible for ensuring that where possible services and support is identified and developed to meet unmet needs.

15. *What are your recommendation based on the conclusion and comments of this assessment?*

The recommendation is to support options 4 in the Executive report. The focus on reassessment, support planning aligned to strategic commissioning capacity means that

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the opportunities for choice and control, and personalised support will increase therefore ensuring day services as a whole supports the equalities agenda.

Should you:

a. Take and immediate action?

Any actions that will be taken will be in line with the results from the consultation and Executive Decision in December 2010.

b. Develop equality objectives and targets based on the conclusions.

Reporting targets on equalities objectives are already in operation. However, this work needs to be extended to include targets around faith, transgender, sexual orientation and ethnic take up of services through the baseline. The information then needs to be used for effective future planning of the service.

c. Carry out further research

The reassessment and support planning process will identify the key actions which will then be updated through the ongoing monitoring.

16. If equality objectives and targets need to be develop, please list them here

In addition to the indicators that already exist:

- A key element of the draft Day Opportunities Strategy and the draft plan for directly provided learning disability services is to increase employment for people with learning disabilities. Only 3% of the people with learning disabilities are in employment. This will be measured by increased employment numbers and by type of work secured , by gender and age.

17. What will your resource allocation of action comprise of:

- The main funding for delivering this proposed change will be the money service users will be allocated as a Personal Budget through the reassessment and support planning process
- The staff resource costs which will go into supporting service users to use this money effectively to ensure that the individual's needs and outcomes are met
- The strategic commissioning staff resource which will be focused on supporting the development of new services
- Additional financial and people support will be provided by the Council's OneCouncil PMO office.