



**One Council Overview & Scrutiny  
Committee**  
21<sup>st</sup> March 2012

**Report from the Director of Adult Social  
Services**

For Action

Wards Affected:  
ALL

**Report Title: Direct Services Transformation – LD**

**1.0 Outline of the project**

1.1 The learning disabilities direct services transformation brings a significant change to the way Adult Social Care provides its direct or in-house day services to vulnerable people in Brent. It plans to improve outcomes by consolidating the various day centres within Learning Disabilities, improving service outcomes, increasing independence and customer choice, and realising more personalised services. The associated financial benefits are £1,033-1,118m by August 2012 against a budget of £3.7m.

1.2 There are four key phases to this project:

- 1) Consultation (July-Nov 2010 on day opportunities strategy, and Jul-Oct 2011 on JBC);
- 2) Estate consolidation (Oct 2010 -Feb 2011);
- 3) Service re-design (Oct 2010-Apr 2011);
- 4) John Billam Centre (Nov-Jan 2011)

There has been a delay in the construction of the John Billam Resource Centre and as a result the fourth phase will now be completed in autumn of 2012.

1.3 Day opportunity services in Brent have been changing for the last 20 years. These changes have regularly been given fresh impetus by national initiatives such as Direct Payments and Putting People First. However, the majority of day opportunity services for vulnerable people in Brent still focused on providing activities in specialist day centres on weekdays. Because these services were focused on special buildings and are often block-contracted, they made it more difficult for people to make individual choices about what support and services would best meet their own needs and they are more expensive.

Meeting  
Date

Version no.  
Date

## 2.0 Implementation of the Direct Services Transformation Project to Date

2.1 The first phase, consultation of the Day Opportunities Strategy, was completed in October 2010 and received Executive approval in December 2010. The consultation on the Day Opportunities Strategy was focused at service users, carers and staff and management of the day centres affected. These include the directly provided centres across three client groups:

1. Learning Disabilities (Stonebridge, PROJECT, Strathcona, Albert Road, ASPPECT and CASS)
2. Older People (Kingsbury, Westbrook)
3. Physical Disabilities (New Millennium Centre)

The key factors of the strategy 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.

The steps towards change also reflected 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.

2.2 The above consultation commenced in August 2010 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 2010.

In order to have a meaningful consultation with each group, the process was tailored to fit each client group and specific meeting, For example, the approach was re designed with the Westbrook service users as they suffer from dementia. Admiral Nurses and Elders' Voice were engaged to hold individual sessions with the users.

All service user responses and questions were captured by scribes on flipcharts. Key workers and 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.

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.

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.

- 2.3. The results of the consultation demonstrated that some service users did not want to see the closure of any day centres and wanted to remain with their friends. Carers also stressed how much they value the respite the day services provided them and were not convinced that there were enough services in the community for the people they care for to access.
- 2.4 However, 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
- 2.5 The second phase, Estate Consolidation, took on board the following activities:-
- The closure of Stonebridge day Centre, to include services provided by Projects on the Stonebridge Day Centre site.
  - The transfer of services provided at Stonebridge Day Centre to Strathcona Day Centre.
  - The assessment of need undertaken by Care Management for service users attending Stonebridge, Projects and Strathcona Day Centres based on a new assessment tool developed as part of the Customer Journey Project.
- 2.6 The main focus of this phase was to ensure that all service users attending the day services had an assessment of their needs and an individual support plan for them developed. The process was aligned to the principles underpinning Valuing People and co-designed with service users and carers. It was based on current unmet needs, a transparent application of eligibility criteria and reflected service user aspirations.
- 2.7 The process produced a personalised package of support for eligible service users focused on outcomes that support users 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 was also

designed to ensure that service users and carers have more information about any change.

- 2.8 The second phase concluded in a reduction of attendance of the in-house day services for many service users as they chose to leave the service to undertake alternative activities in the community or focus more on employment or education.
- 2.9 Following assessments and support planning, 83 service users moved to alternative services in the community; 26 service users moved to other in-house day centres; 47 service users have taken up a direct payment to arrange their own services and 50 people were no longer eligible for services from social care.
- 2.10 Currently the Direct Service Transformation Project is in its third phase and here the focus is on service transformation in preparation for the move to the new John Billam Resource Centre. The plan in this phase is to ensure the current service delivery and operational structure is better co-ordinated and streamlined to improved service users experience and outcomes. This will be done through a series of work streams covering:-
- a) Improving service user's access to a wider range of purposeful day services that is better aligned to their needs which will help them to lead more fulfilling and independent lives in the community and help improve their overall wellbeing.
  - b) A move away from the traditional transport arrangement by offering service users a mix of transport options which better meets their needs, and promotes independence.
  - c) Effective commissioning and brokerage enabling users and carers to have the opportunity to choose from a wider range of services whilst stimulating the broader market.
  - d) The redesign of existing operations, to demonstrate outward facing personalisation for services for users, value and efficiency in service delivery and effective performance measuring against new targets
- 2.11 Maintaining local bases from which service users can access different community-based activities is another key theme of the third phase. However, there is recognition that for some users, it will be important that a more stable and structured day service will be more appropriate to ensure safety and stimulation.
- 2.12 This fourth phase in the Day Opportunities Strategy consolidates all the directly provided day services at Strathcona, ASPPECTS and Albert Road into the John Billam Resource Centre by the autumn 2012. Some work towards achieving this has already begun.
- 2.13 The John Billam Resource Centre represents a new operating model for supporting people with disabilities in the borough. It will be unique as it focuses on sessional based activities in the resource centre as well as out in the

community, and calls for staff to work very differently to the traditional day centre approach.

- 2.14 The resource centre model is designed to provide service users with options to engage in meaningful activities, spend time in integrated or mainstream settings, improve and extend social network, and to learn and develop their communication and their social skills.

### **3.0 Current Risks and Issues Key risks to the project are:**

3.1 The main risks related to this project are:

- The delay in the completion of the John Billam construction,
- The risk of budget overspend within the construction

These risks and issues are being addressed through Property and Asset Management Services with a plan resolution by the end of March 2012

### **4.0 Next steps**

4.1 The Day Service Transformation Project has achieved an overall savings of £644K to date. The project is also on target to achieve the reported overall savings of £1,18m by the end of the financial year.

4.2 On completion of the third phase the in-house day service will demonstrate a significant change to the way Adult Social Care provides day services for people with learning disabilities. For current users of the service the change mainly relates to an increase in customer focus by offering a more extensive and flexible range of services to service users

The change within the operation will be demonstrated by the development of strong performance management culture to tighten control, provide value and efficiency supported by robust commissioning, contracting and monitoring arrangements

4.5 The fourth phase of the project will focus on the physical move to the new John Billam Resource Centre. A Decant and Transition Plan for the move has been developed and will to be implemented by June 2012. Advocacy and key worker support are key to this work to ensure the smooth transition from the current day services provision taking account of the vulnerable service users who will be using the John Billam Resource Centre.

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