



**Executive**  
17 January 2011

**Report from the Director of  
Housing and Community Care**

Wards Affected:  
ALL

**Decommissioning of the Mental Health Community Networks  
Day Care Service**

**1.0 Summary**

- 1.1 To reflect the shift towards independence and personalisation within Adult Social Care a review of all services is being undertaken to ensure services are appropriate and sustainable.
- 1.2 Given the changing environment and the need for efficiency savings by the Council across Mental Health and the wider organisation a plan to decommission the Community Networks Day Care Service has been proposed. Community Networks provides Day Care to approximately 175 mental health clients in the Brent Borough.
- 1.3 Consultation with staff, service users and carers will need to begin in January in order to achieve the required savings in 2011/12.

**2.0 Recommendations**

- 2.1 It is proposed that Community Networks Day Care Service be decommissioned and that two in house Support Worker posts are created. These posts will work in Community Services and will develop knowledge of the private and voluntary sector resources available within Brent to which service users requiring day activities can be signposted.
- 2.2 That the Executive agree to a 12 week consultation period with a further report to the Executive in March 2011.

**3.0 Detail**

- 3.1 Recent social care policy has focused 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.

- 3.2 This philosophy is central to the values and principles advocated in *Putting People First: a shared vision for the transformation of adult social care* (2007) and other recent policy such as *Our Health, Our Care or Say* (2006); *Living Well with Dementia: A National Dementia Strategy* (2008) and *Valuing People Now: a new three year strategy for people with learning disabilities* (2009).
- 3.3 This will change the nature of how services for vulnerable people are provided in Brent. Many services are currently delivered as a 'one size fits all', buildings based model. These will need to change to ensure that a more flexible range of services are available, often delivered in the community by a range of organisations and professionals.
- 3.4 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 to local people that deliver improved outcomes, whilst ensuring that this is done in an efficient, cost effective way.
- 3.5 Over the last 18 months, the Adult Social Care Transformation Programme has made a significant amount of progress in the development of social care services provided and commissioned by the Council. This has been achieved through a mixture of specially commissioned projects and through operational service redesign.
- 3.6 Background

Community Networks is managed by Brent Mental Health Service, a Section 75 Partnership between Central and North West London NHS Foundation Trust and Brent Council. It is the main provider of direct day care to service users using secondary mental health services in Brent. It supports service users to access employment, social, sport, faith and leisure opportunities in the local community. Social inclusion and personalisation are key drivers that underpin the service model.

### 3.7 Service Impact

There will be no direct mental health day care provision but a signposting function will be delivered within Community Services to ensure access is available to private and voluntary services in the borough. As such much of the employment support, benefits and welfare advice currently provided to service users will no longer be available within the service but service users will be supported to access community facilities. In –house service provision focusing on Social Inclusion and Self-Directed support will also be reduced. This major refocus in direct day care provision will also mean that Community Services will prioritise their resources to generic day to day support.

### 3.8 Possible risk implications

- Reduced care package support may lead to bed blockages and delayed discharges

- Limited capacity to move people on from secondary care services to non statutory local support
- Longer lengths of stay in supported housing due to lack of capacity to move service users on to independent living
- Fewer staff to steer service users through the SDS process, which will impact on Council performance targets
- Current support into employment will be reduced and will therefore impact on the Council's performance target.
- Possible local opposition to closure of long-established direct day care provision
- Increased pressure on Mental Health Care Coordinators caseloads

### 3.9 Benefits

- Improved access to community facilities
- Increase in independence
- Integration of people with mental health problem in the wider community
- Meeting the personalization agenda
- Targeting resources at those with the highest level of need
- Increased efficiencies

### 4.0 Financial Implications

- 4.1 The community networks budget for 2010-11 is £1,166k. This is also the draft budget sum for 2011-12 before any changes are made.
- 4.2 The proposals set out in this report to decommission Community Networks Day care Services will generate net full year savings of £880k. The cost of two new signposting posts estimated at £80k have been funded within this saving sum, and an allowance of £206k has been included for staff redundancy costs (which needs to be collated and confirmed).

### 5.0 Legal Implications

Whilst a number of the service users attending day care are subject to Section 117 Aftercare under the Mental Health Act, those allocated a CPA Care Coordinator will continue to remain with Brent Mental Health Service. Those service users receiving day care only and who are discharged back to their GP will be reassessed and, if applicable, discharged from aftercare support under S117 by the local authority and CNWL NHS Trust.

## **6.0 Diversity Implications**

At this stage a full EIA has not been undertaken, however it is envisaged that the loss of direct in house day care provision for mental health service users may potentially disadvantage some groups who benefit from the protections under the Disability Discrimination Act and Equality Act 2010.

Consideration will also need to be given to any potential adverse effect the closure may have on service users' carers as they also now benefit from protections by virtue of their association with those from a protected characteristic under the Equality Act 2010.

## **7.0 Staffing Implications**

The 2011/12 establishment is 23.1 WTE posts, with 19 staff in post including the NHS Manager employed by CNWL Trust, which is currently social care funded. All posts are to be deleted and will likely result in redundancy for the social care staff. However the two new Signposting posts will be made available to the current staff. The 12 week consultation with staff, service users and carers will include the closure of the Kingsbury Manor site.

## **8.0 Accommodation Implications**

Kingsbury Manor was bequeathed to Brent Social Services some years ago and accommodates the asian day service within Community Networks. It will therefore no longer be required as a team base and its closure and subsequent use will form part of the consultation with service users and carers.

## **Background Papers**

Service cost reduction proposal paper

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