



**Executive**  
26 July 2010

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

Wards affected:  
ALL

**Adult Social Care Direct Services Review**

**1.0 Summary**

- 1.1 The Direct Services Review is part of Adult Social Care Transformation. The Day Opportunities Strategy has been developed through this review
- 1.2 The Strategy aims to improve the provision of direct services provided by the Council to vulnerable people and provide better value for money.
- 1.3 The report identifies the need to consult on the strategy with service users, carers and stakeholders.
- 1.4 The report also highlights the immediate problems with Stonebridge day centre. The day centre is no longer fit for purpose and requires £150,000 immediate structural repair work followed by an ongoing programme of remedial work.
- 1.5 Stonebridge day centre requires under pinning as there has been substantial movement in the building. There are health and safety risks of not progressing this work to both service users and staff are significant. It will be disruptive to service users to undertake the works whilst continuing to deliver the service.
- 1.6 National policy and local strategy advocate that services for people with a learning disability should be personalised thereby promoting service user choice and control to help develop independence and skills. The proposed new service model is consistent with this policy and will help to deliver improved outcomes for local people.

## **2.0 Recommendations**

- 2.1 That the Executive agrees to consultation on the Day Opportunities Strategy. This will include a review of all buildings accommodating directly provided adult social care services, and is intended to lead to their modernisation and transformation.
- 2.2 That the Executive appreciates the issues relating to Stonebridge, options for addressing these issues will be discussed as part of the consultation.

## **3.0 National and local policy context**

- 3.1 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.
- 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, which individuals can access by using their personal budgets.
- 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. The Direct Services Review is a key project in this transformation agenda.

## **4.0 Objectives of the Direct Services Review**

- 4.1 The Direct Services Review project aims to deliver the following objectives:
- Align all Council directly provided services under a single manager. Currently, all directly provided services are organised along service lines.

- Deliver a new operating model for all directly provided services, which will be sensitive enough to reflect the different service needs of the different client groups
- Clearly define new roles and responsibilities for staff to ensure that the principles of choice, service user control and improved satisfaction are secured.
- Rationalise the use of buildings that currently house the Council's directly provided services, as they are not fit for purpose.

4.2 The Direct Services Review project will help the Council meet the following corporate objectives:

- **Service transformation** – the model of service delivered in Council provided services will be consistent with national and local policy and will deliver on the requirements of the personalisation agenda
- **Better property management** – The project involves making more efficient use of buildings and also how space in these buildings is better utilised
- **New and more flexible ways of working** – Staff working in the directly provided services will be required to work in new ways to help support people to receive services that meet their needs. These may be provided by the Council or by other partners, and the role of staff will be to help support people access these services.
- **Increased income generation** – resulting from a change in use of some of the buildings currently being used to deliver services
- **Delivering the One Council proposals** – the project supports the proposals through the transformation of services resulting in improved efficiency and better outcomes for service users.

4.3 Young people with disabilities 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.

4.4 Currently, Learning Disability Day Services are significantly under utilised. Both Stonebridge and Strathcona can each accommodate 133 people per day, however the average daily attendance at Stonebridge is 39 and at Strathcona it is 69.

4.5 Therefore, over time, there will be a reduction in numbers attending the day centres and a drop in activity. The Direct Services Review and the Day Opportunities Strategy respond to this changing demand.

4.6 The Direct Services Review relates to all services provided directly by Adult Social Care within the Council.

4.7 The scope of the project, however, is extensive. It covers a range of care groups and different types of services, and is likely to require significant management capacity to implement it. Therefore, in order to maximise the success of the project and begin to implement change, it is recommended that a phased approach to implementation is pursued following consultation.

4.8 There has been a lot of work carried out within Learning Disability Services, with a significant number of service reviews, skills audits and preparatory work carried out to prepare for service transformation. 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 due to the impact on staff morale.

## **5.0 Day Opportunities Strategy**

5.1 The Strategy outlines proposals for the future design of Day Opportunities across adult social care. The principles for the development of day opportunities for people with a learning disability are as follows:

- 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.

## **6.0 Consultation**

6.1 It is proposed that there is a 12-week consultation period with service users, carers and all stakeholders on the Day Opportunities Strategy.

6.2 Consultation events will be held with service users, carers and stakeholders over the 12 week period.

6.3 Advocacy services will be commissioned to support service users and carers to contribute fully to the consultation process.

6.4. Following consultation the Strategy will be presented to the Executive with recommendations for implementation.

## **7.0 Financial Implications**

7.1 The cost of the immediate works required at Stonebridge Day Centre are estimated at £150,000. There is no specific budget identified for this work and this will have to be addressed as part of the consultation.

7.2 A further report to the Executive following the consultation will contain costed options, including funding the works at Stonebridge.

## **8.0 Legal implications**

8.1 By virtue of the National Assistance Act 1948 and the Chronically Sick and Disabled Persons Act The Local Authority is required “to 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". The Local Authority has similar obligations in relation to older persons under the Health Services and Public Health Act 1968 s45.

8.2 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.

8.3 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.

8.4 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.

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

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

8.6 The Race Relations Act 1976 (as amended) places a statutory duty on public authorities to work to eliminate unlawful discrimination, and to promote race equality in all its functions. There are three complementary parts to the general duty:

- Eliminating unlawful racial discrimination
- Promoting equal opportunities
- Promoting good relations between people from different racial groups

The Code of Practice issued under s71C Race Relations Act 1976 (as amended) is relevant and the council must have regard to it.

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- 8.9 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.
- 8.10 The core general duties are similar for race and gender i.e.:
- To promote equality of opportunity; and
  - To eliminate harassment and unlawful discrimination.
- 8.11 The Race Relations Act 1976 (as amended) places a statutory duty on public authorities to work to eliminate unlawful discrimination, and to promote race equality in all its functions. There are three complementary parts to the general duty:
- Eliminating unlawful racial discrimination
  - Promoting equal opportunities
  - Promoting good relations between people from different racial groups
- 8.12 The Code of Practice issued under s71C Race Relations Act 1976 (as amended) is relevant and the council must have regard to it.

## **9.0 Diversity Implications**

- 9.1 Traditionally society has taken a paternalistic view of the needs of older people and people with disabilities and tried to “look after” them rather than supporting them to develop independence, skills and accessing community based facilities that we all take for granted.
- 9.2 The proposals in this paper will support people as they access community services, ensuring their needs are met through the same services that everyone else uses. Enabling them to become participants in their local communities and develop networks and support as close to home as possible.
- 9.3 An Equality Impact Assessment will be completed during the consultation period.

## **10.0 Staffing Implications**

- 10.1 There is a need for staff to change their practice to respond to the personalisation agenda. Staff are being and will continue to be supported in this change.
- 10.2 Following consultation any agreement to implement the Strategy will have an impact on the numbers and skill of staff required to deliver personalised services.

### **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 3 year Strategy for people with learning disability,  
Department of Health 2009  
Day Opportunities Strategy 2010

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