



One Council
Overview and Scrutiny Committee
13 October 2010

Report from the Director of
Housing and Community Care

For Action

Wards Affected:
ALL

Direct Services Transformation – Learning Disabilities (wave 1)

1.0 Outline of the project

1.1 The learning disabilities direct services transformation will bring 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 £850-1,020k by December 2011 against a budget of £500k.

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)

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 focus on providing activities in specialist day centres on weekdays. 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 needs and they are more expensive.

2.0 What has happened so far

2.1 We are currently in the final month of a 3-month consultation period on the Day Opportunities Strategy with 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, Strathcona, Albert Road, ASPPECT and CASS)
- 2 Older People (Kingsbury, Westbrook)
- 3 Physical Disabilities (New Millennium Centre)

2.2 There have been two previous rounds of consultation meetings in August and September, and the final round is taking place at the moment. In order to have a meaningful consultation with each group, we have tailored our approach to fit each client group and meeting, adapting our approach based on lessons learnt from the previous round and other London Boroughs. For example, we have designed an alternative consultation approach with the Westbrook service users as they suffer from dementia. Admiral Nurses and Elders' Voice have been engaged to hold individual sessions with the users.

2.3 The consultation phase is a period of significant risk and although ongoing, it seems that the risks are being managed and mitigated appropriately. Detailed planning and preparation of the events as well as pro-active management of the press have contributed to an effective consultation exercise. The consultation meetings at the CASS service have been suspended as the provision of the CASS service is to be re-considered due to lack of clarity over whether staff are to be TUPE-ed across from the PCT;

2.4 In addition the Project Initiation Document and long term project plan have been approved by the One Council Programme Board, taking the project officially into delivery stage. The benefits profiling has been started and submitted to the One Council PMO as part of the Special Programme Board on the Council budget FY11/12. A team workshop on benefits realisation is planned for the first week of November.

3.0 Difficulties and risks

3.1 Key risks to the project are:

- Failing to secure and/or maintain support, in particular during consultation periods (Day opportunities strategy and John Billam Centre);
- Consultation on the Day Opportunities Strategy and the move into John Billam results in negative feedback which delays or puts at risk the implementation;
- The project is not adequately resourced (in particular re HR and communications) causing delays and putting the project completion at risk;
- The service re-design phase takes longer than expected due to potential redundancies among day options workers depending on the outcome of service users' care support plan reviews;
- Benefits from the CASS service modernisation are delayed as the provision of the CASS service is being re-considered due to lack of clarity over whether staff are to be TUPE-ed over from PCT;
- Delays occur in the John Billam Centre project plan, either in the design or build phase, which significantly affect the project implementation.

4.0 Next steps

- 4.1 The consultation phase will finish by 25th October and the draft papers for consideration by the Council executive on 13th December will be submitted on 8th November. These will include the consultation report on the Day Opportunities Strategy with options to proceed, as well as the draft staffing structure for the new service model.
- 4.2 The service re-design and planning potential estate consolidation phases will start in October with key milestones such as designing the new staffing structure and Job Descriptions, working with community and mainstream facilities to provide suitable access for vulnerable people, and preparing the potential closure of Stonebridge.
- 4.3 Depending on the Executive decision, it is possible that the building will be closed and Stonebridge and Projects users and staff will start to use the Strathcona centre instead. All day centres will adopt the new service model. If the decision is to close users will be gradually prepared for the move and staff will be trained in new ways of working. Also service user reviews will be conducted by care managers with the support of Learning Disability Voluntary sector agencies to draw up new support plans focused on community activities. Service users will also receive travel training and a staff consultation will take place.
- 4.4 Once clarity has been achieved over the CASS service, they could move into the Albert Road centre later in 2011 (tbc). In the summer of 2011, the 3-month consultation on the move into the John Billam Centre will take place. If a positive outcome has been achieved, the move will be executed in a similar fashion to the move to Strathcona. The project will close after this has been realised by January 2012.
- 4.5 If the decision by the Executive is to endorse the Strategy benefits will be released throughout the estate consolidation phase and service re-design phase by the sale of the Stonebridge, Strathcona and Albert Road day centres and by the rationalisation of overhead staff and (agency) day options workers.

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