



**Executive
13 June 2011**

**Report from the Director of
Regeneration and Major Projects**

Wards Affected:
Kilburn and Kenton

**Authority To Award Construction Contract – Albert Road Resource
Centre - John Billam Playing Fields, Woodcock Hill, Kenton**

Appendix 4 is not for publication

1.0 SUMMARY

- 1.1 This report seeks Executive approval to award the main works contract for the construction of new facilities for Adult Day Care at the John Billam Playing Fields site.

2.0 RECOMMENDATIONS

The Executive is requested to:

- 2.1 Approve the award of the main construction contract for construction of a new Day Care Centre at John Billam Playing Fields to replace the one currently situated at Albert Road to Wates Construction Limited in the Contract Sum of £4,315,097.

3.0 DETAIL

- 3.1 On 14 July 2009 Executive provided approval in principle to the relocation of the Adult Day Care Centre from Albert Road to provide a modern purpose built facility in a more centrally located area and also to facilitate the proposals for regeneration of the South Kilburn area.
- 3.2 Following a search by officers of a suitable alternative site on 16 November 2009 the Executive approved the John Billam Playing Fields site as the preferred alternative location for this facility. This approval was subject to the appropriation of the site for planning purposes and also to the grant of planning permission. Members were subsequently informed during the Executive meeting held on 26 July 2010 of the progress made in securing the site and the outcome of stakeholder consultation. Members also approved the total budget estimate for construction at

£4.755million and approved the requisite variation to the long lease already in existence on this site and granted in favour of Gujarati Ayra Association London (GAA London).

- 3.3 The site identified for the new building is shown on the attached plan in Appendix 2; also attached as Appendix 1 is the final design of the proposed building.
- 3.4 In December 2010, in accordance with standing order 86 (d) (ii), Officers agreed to Brent Council's participation in the IESE Framework Agreement in order to approve an enabling works package by the selected IESE Framework contractor. The enabling works contract was subsequently awarded to Wates Construction Limited and they are currently on site. The enabling package had become a requirement of the variation of the GAA London's lease from the Council and had to be completed prior to the Council entering into contract for the main works.
- 3.5 On 15 October 2010 the GAA London entered into an Agreement for Deed of Variation and Surrender of Part ('Agreement') with the Council to allow the Council to carry out the necessary works, namely;
- a) The re-provision of 108 car parking spaces to the south of Kenton Hall.
 - b) The re-surfacing of the access road layout and internal access ways including to the front of Kenton Hall.
 - c) The reinstatement of the car park to the north of Kenton Hall to landscaped open (green) space.
 - d) The black top finish to the car parking spaces the access road layout and internal access ways

Pursuant to the Agreement, the GAA London are obliged to enter into the deed of variation with the Council when the re-provision of the car parking spaces and the re-surfacing of the access road referred to in (a) and (b) above, but excluding the black top finish to the car parking spaces, access road layout and internal accessways, are completed.

When the deed of variation is completed, the deed will incorporate additional land in the GAA London lease for additional car parking and will also surrender back to the Council the area of land to the north of Kenton Hall which will be used as landscaped open (green) space.

4.0 PROCUREMENT OF THE MAIN WORKS CONTRACT

- 4.1 In June 2010, in accordance with Contract Standing Order 86(d)(ii) Officers sought authority from the Director of Legal and Procurement and the Director of Finance and Corporate Resources that participation in the use of the Improvement and Efficiency South East (IESE) Framework (the "Framework") for the procurement of the main contract was permissible.
- 4.2 The IESE Framework is run and managed by Hampshire County Council on behalf of surrounding local authorities. In essence the view is the combined value of the capital schemes of participating local authorities lead to greater interest from established main contractors who wish to secure a potential stream of instructions.

This in turn is envisaged to lead to efficiencies for the local authorities both in terms of cost and time taken to procure a main contractor and also in the cost of the project. The IESE Framework is OJEU compliant and Brent is one of 10 London Authorities to have availed of this route to date.

- 4.3 A mini-competition exercise was subsequently undertaken through the Framework Agreement in October 2010. This consisted of a two-stage process and led to the appointment of Wates Construction Limited as provider for pre-construction services. Under the pre-construction agreement, Wates are required to carry out design, and finalise their proposals and Contract Sum.
- 4.4 Since the appointment of Wates, works have been undertaken to finalise the design for the scheme and the Contract Sum. Wates are now in the process of completing the enabling works of the project in accordance with the Project/Construction Programme attached to this report as Appendix 3.
- 4.5 Final Contractor's Proposals and Contract Sum were received from Wates Construction Limited on on 20th May 2011 for the complete contract for main as well as for enablement works for the sum of £4,315,097 and have been verified by the Council's Consultant as satisfactory. Appendix 4 sets out the current cost plan and funding position
- 4.6 All aspects of the Contractor's Proposals and Contract Sum are satisfactory and accordingly award for the construction of the Day Care Centre at John Billam Playing Fields is recommended to the Executive.

5.0 OTHER ISSUES

- 5.1 Planning Committee granted full planning permission with conditions on 14th April 2010. The vast majority of the conditions have now been discharged and the remaining conditions will be discharged during the construction phase.
- 5.2 Following the November 2009 Executive officers appointed MACE Architects, Frankham Consultancy, Building Services Engineers and Peter Gittins (Quantity Surveyors), from the Council's Consultancy Framework to provide design services and cost advice for delivery of the proposed building.

6.0 FINANCIAL IMPLICATIONS

- 6.1 The Executive on 26 July 2010 agreed the total budget estimate of £4.755m for the construction of the day care centre at John Billam playing fields. It can be seen at appendix 4 of this report that the current cost plan of £4.743m and is therefore within budget.
- 6.2 The Council's budget includes £4.755m for this project. This has been funded from the Council's growth area fund allocation. The Growth Fund supports the provision of infrastructure for housing growth in specific growth areas. The rationale for using the Fund is that by relocating the Day Centre, this will free land in South Kilburn that will be subsequently developed to facilitate further regeneration of the area as part of delivery of the overall South Kilburn Master plan. As there is no borrowing for this capital expenditure, there are no revenue borrowing costs.

- 6.3 There is a officer project board that regularly monitors progress on this project and reviews updated costs plan information. In the event of any cost overruns on this project, the board is clear that all possible options will need to be reviewed in order to bring the cost plan back into budget. In the event that this is not possible, then any cost overrun will be met from existing resources.
- 6.4 The costs of moving into the new centre (removals etc) will be met from within the existing Adults Social Care budget. There are no other unbudgeted revenue costs associated for this project.

7.0 KEY FINANCIAL RISKS

There are key financial risks to the project which are as follows:

- a) Unforeseen works may encounter during the ground as well as the super structure work.
- b) Fluctuation in material price during the project.
- c) Possible inclement weather during the winter period.

The following measures will be taken to mitigate the risks:

- a) Close and continuous cost plan exercise, programme monitoring and risk management.
- b) Continuous value engineering exercise.

8.0 LEGAL IMPLICATIONS

- 8.1 The anticipated value of the works contract exceeds the current threshold for the application of the Public Contracts Regulations 2006 (currently £3,927,260). The proposed call-off contract is also a high-value works contract for the purposes of the Council's standing orders. A formal tendering procedure compliant with the relevant Public Contract Regulations is therefore required but the use of an established and legal framework provides an exception to this.
- 8.2 The procurement took the form of a two stage process. Firstly a low value contract for pre-construction works was awarded by Director of Housing Community Care, leaving the decision to approve the award of the main contract for the Executive.
- 8.3 The formal Contract will be drawn up using a JCT SBC without quantities (2005 Edition) Revisions-2 2009.
- 8.4 In considering the recommendations, Members need to be satisfied on the basis of the information set out in the report that the appointment of the recommended contractor will represent best value for the Council and that there is sufficient budgetary provision for the contract.

9.0 DIVERSITY IMPLICATIONS

- 9.1 Housing and Community Care have prepared an Equalities Impact Assessment for the Direct Service Review related to Learning Disabilities Day Services. A Day Opportunities Strategy underpins the direction of future day care services with a reliance on the John Billam resource centre used as a base for eligible service users. The Equalities Impact Assessment will include a review of the impact of the new development proposed on the John Billam playing field site. The results of the assessment to date have been published and have influenced the detailed building design. The Equalities Impact Assessments remains a working document and will be updated as progress is made towards the full implementation of Day Opportunities Strategy. EIA is attached to this report as Appendix 5.

10.0 STAFFING/ACCOMMODATION IMPLICATIONS

- 10.1 Any staffing implications will be dealt with by Housing and Community Care as part of their Direct Service Review.

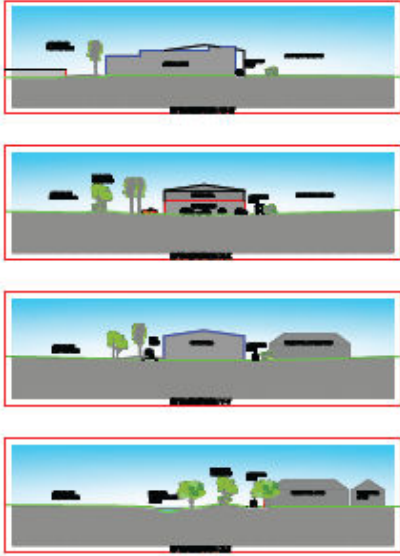
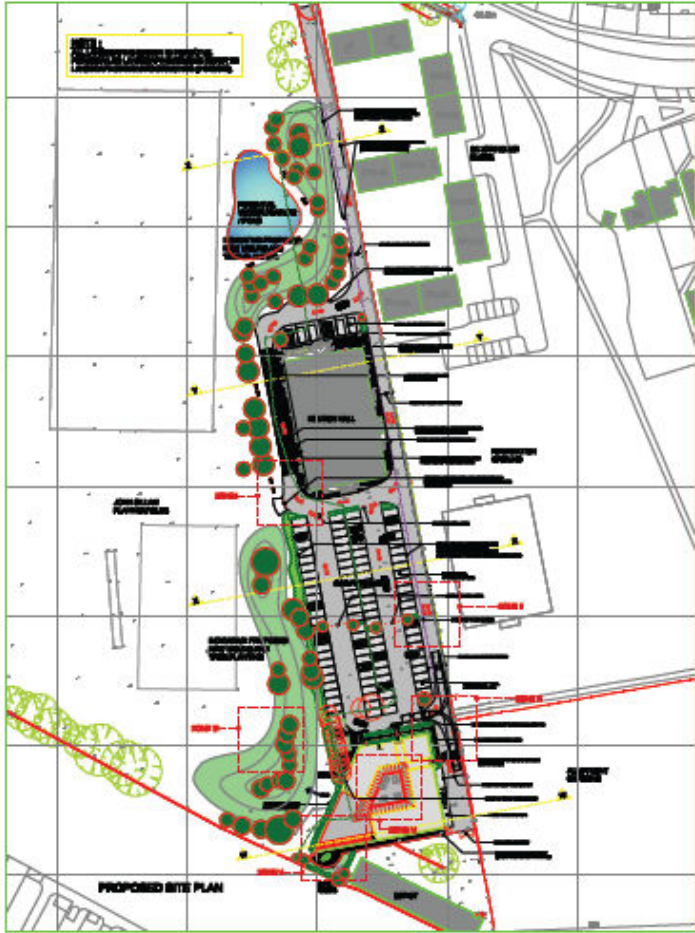
CONTACT OFFICERS:

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Allison Elliott, Acting Director of Housing & Community Care
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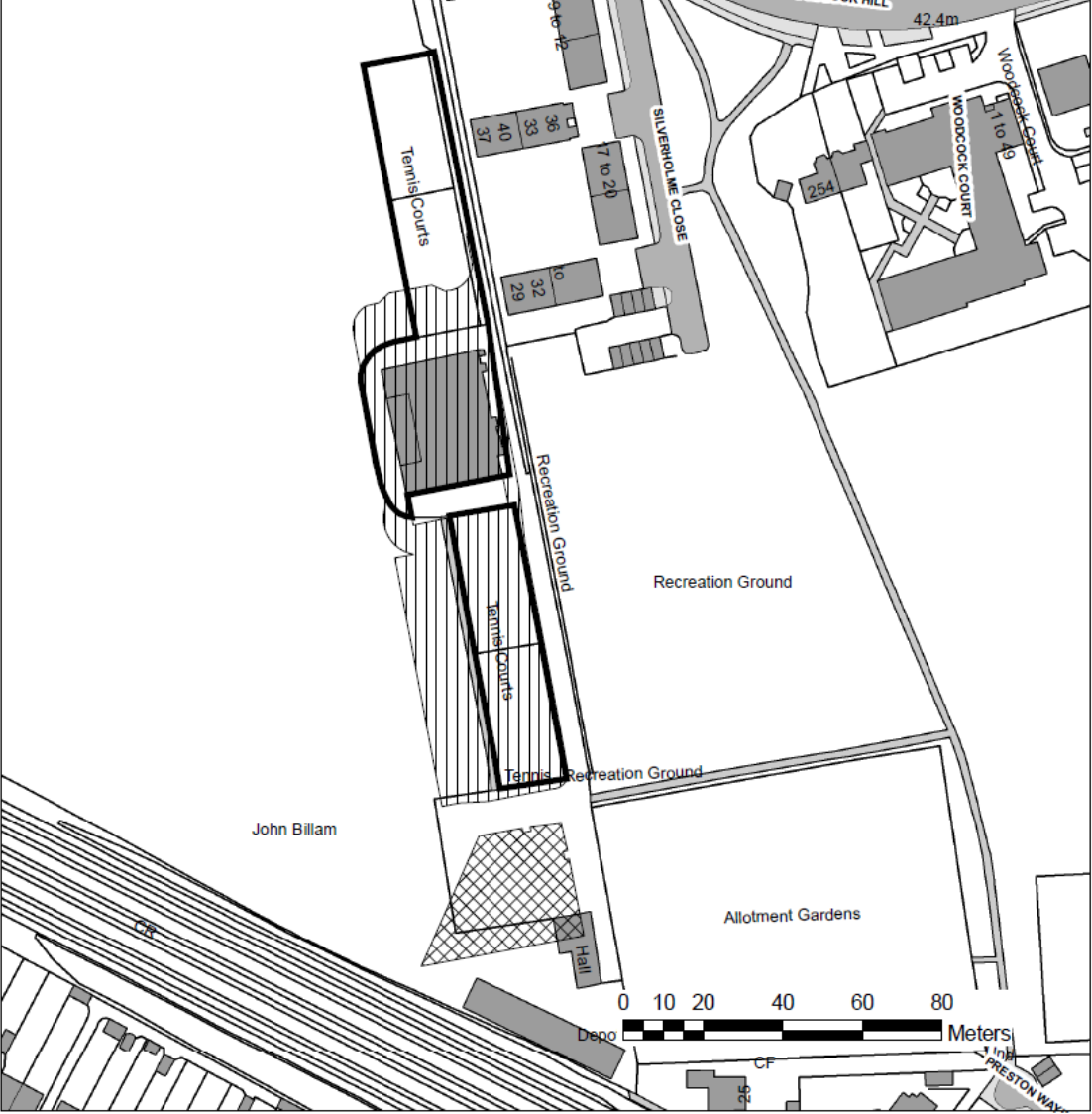
APPENDIX 1 Design of the proposed building






mace

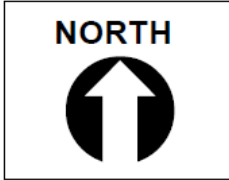
Project information and contact details, including a logo and various text elements.

EXECUTIVE COMMITTEE
Learning Disability Resource Centre -
Site identified for the new building and
GAA current and proposed lease demises.



 Resource Centre	 Proposed New Demise
	 Original Demise

Plan for information purposes only.



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PROJECT/CONSTRUCTION PROGRAMME

INDICATIVE MAIN CONTRACT PROGRAMME MAY 2011	
Main build works commence	Jul-11
Complete Piling	Sep-11
Complete main Structural Steelwork	Nov-11
Fit Cladding \ Complete roof	Mar-12
Complete Block work	Mar-12
Install external windows and doors	Apr-12
Lift installed	May-12
Fit new FF&E	Jun-12
Complete External Works	Jul-12
Building handover	Jul-12

EQUALITIES IMPACT ASSESMENT

EQUALITIES IMPACT ASSESSMENT

DAY OPPORTUNITIES STRATEGY LEARNING
DISABILITIES

NANCIE ALLEYNE

5/11/2010

Updated 14th March 2011

**EQUALITIES IMPACT ASSESSMENT
FOR THE DIRECT SERVICES PROJECT**

Impact Needs/Requirement Assessment Completion Form

Department: Housing and Community Care

Person Responsible: 1. **Alison Elliot as AD**

Service Area: **Adult Social Care**

Timescale for Equality Impact Assessment: From **1st August 2010-1st July 2012**

Date: Completion date: **First stage November 2010 and ongoing until July 2012**

Name of service/policy/procedure/project etc: **Day Opportunity Strategy**
service/policy/procedure/project etc:

New **Yes**

Old

Predictive **Yes**

Retrospective **partly**

Adverse impact Overall

Not found **Yes**

Found

Service/policy/procedure/project etc, amended to
stop or reduce adverse impact **Not applicable**

Is there likely to be a differential impact on any group?

Yes No Please state below:

1. Grounds of race: Ethnicity, nationality or national origin
e.g. people of different ethnic backgrounds including
Gypsies and Travellers and Refugees/ Asylum
Seekers

Yes **No**

2. Grounds of gender: Sex, marital status,
transgendered people and people with
caring responsibilities

Yes **No**

3. Grounds of disability: Physical or sensory impairment,

mental disability or learning disability

Yes **No**

4. Grounds of faith or belief:
Religion/faith including
people who do not have a
religion

Yes **No**

5. Grounds of sexual orientation: Lesbian,
Gay and bisexual

Yes **No**

6. Grounds of age: Older people, children
and young People

Yes **No**

Consultation conducted

Yes **No**


Person responsible for arranging the review: **Nancie Alleyne**

Person responsible for publishing results of Equality Impact Assessment: **Nancie Alleyne**

Person responsible for monitoring: **Alison Elliott as AD delegated to the Head of
Service Direct Services**

Date results due to be published and where: **1st Published 13th December 2010, 2nd
Publication 30th August 2011**

Signed:



Date: 13th December updated 11th March 2011

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. Choice of community activities will reflect individual service user's aspirations as stipulated within their support plan

This proposed change has been developed on the basis of:

- 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 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 individuals to identify the outcomes they want to achieve and how they will achieve them is central to the implementation of the plan.

Both the 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?*

Yes. 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 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 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
- Access to some building and facilities can be physically challenging for some users in terms of wheelchair access

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. Family support and personal circumstances also needs to taken into consideration and this will be done through carers assessment offered separately to the service users assessment of needs

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 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.

Staff raised concerns about relocating to a different part of the borough and the additional time and cost that would be associated on the implementation of the Day Opportunities Strategy. This issue will be reviewed as part of the plan for staff relocating to the John Billam Resource centre in 2012. There is no impact in relation to the staff move from Stonebridge Day Centre to Strathcona Day Centre

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 has been 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.

Page 16 provides a profile of service users attending the day centres and the staff supporting them

There is no evidence that the implementation of the Day Opportunities Strategy will disproportionately affect any staff groups at this stage. Should this change then remedial action will be taken to address this.

All staff have been trained in New Ways of Working as stipulated within the Day Opportunities Strategy and this will be followed up by on-going training and development as part of the Service Re-design stage.

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 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 suggests 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 particularly from the Asian community.

The assessment approach has been adapted to take on board service improvements following the Customer Journey Project. 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 or alternative community support could be provided through the provision of Direct Payments

There is no evidence to suggest that unmet needs/requirements of staff will not be met on implementation of the Day Opportunities Strategy.

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 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 and representatives from disability organisations 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.

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.

- In consulting with staff on the Draft Day Opportunities Strategy, the Assistant Director Community Care spent approximately 90 minutes with all staff (agency and permanent) and management to hear their views on and concerns about the proposed service re-design
- After a **presentation** of the proposed plans for service re-design by the Assistant Director staff and management had the opportunity to ask questions
- At every centre, management had the opportunity to speak to the AD and project officer separately for an additional 30 minutes
- A leaflet with the **key messages** of the strategy in plain English and easy read was available to all staff, as well as a copy of the Day Opportunities

Strategy

- **Notetakers** were present to record the key points from the conversations
- A Housing and Community Care **HR representative** was present at the Stonebridge and Projects staff and management meeting
- The **CASS** session was cancelled by the day centre management without informing the Community Care consultation team. The AD and Head of Learning Disabilities are currently working on a resolution of the issue which may lead to the re-provision of the service. The service is currently provided by Brent Community Services.

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 (approximately 250 carers, 295, users and 120 staff) 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 reported through the Brent Learning Disabilities Partnership Board with representation from Health and disability organisations e.g. Mencap and Advocacy Support Organisations.

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.

In consulting with staff on the proposed new structure for Strathcona concerns were raised in relation to career development, equity in job roles and pay. All these issues have been taken on board and have been appropriately dealt with by the ongoing learning and development programme associated with New Ways of Working and job evaluation

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

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

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.

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. These include:-

- 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

These concerns are not related to the changes being discriminatory

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.

Staff raised concerns over relocating to another area within the borough which may have an increased cost implication for them as well extending their travel time

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.

Service users have expressed concerns about possible discrimination and hate crime. Experience shows that where communities have increased

contact with disadvantages groups of people, better understanding and positive relationships evolve.

Some service users fear they may lose their benefits if they progress on to work or something else even though it may improve their lives and well-being.

The proposed Strategy itself will promote equality by inclusion and promoting citizen participation through the Area Forums, local and national disabilities groups and through the voluntary sector. Plans for this will run in conjunction with Consultation and Communication, Health and other council departments. In addition, person centred planning will ensure that the individual needs are taken into consideration and factors concerning diversity and equity will be taken into consideration by skilled and trained staff working with families.

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

The assessment and support planning process will lead to a more personalised approach to meeting people individual needs. 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.

Continued engagement with service users, carers, staff and other stakeholders will be crucial to the successful implementation of the Day Opportunities Strategy. Advocacy and counselling support for users and carers throughout the process of change will be put in place. It is intended to co-design the process of reassessment and support planning with carers and advocates. A communications plan will be produced which outlines the full breadth of communication activity which will be delivered and a commitment to continue to deliver quality services to those most vulnerable in the community.

This change will deliver three core benefits: service quality improvements, financial sustainability as well as national and local policy alignment

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
- 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. Through the training and support of the operational staff although this has already been done but this can be reinforced

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.

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.

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.

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

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.

The impact of these changes on the performance of the staff within the service, and the impact this has on the support people receive will be monitored through management reports, supervision and training of staff

The evidence for this will be reported to the CCMT at agreed intervals and any remedial action will be addressed by the appropriate line managers

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

The recommendation is to support option 4 in the Executive report. The focus on reassessment, support planning aligned to strategic commissioning capacity means that the opportunities for choice and control, and personalised support will increase therefore ensuring day services as a whole support the equalities agenda. The three other options put forward include:

Option 1: *No change to the current service*

There would be no impact on service users or staff in any of the six directly provided services in this option as services would continue in the current service model.

Option 2: *Improve Stonebridge – current service users, current service model in the same buildings, but with significant investment in Stonebridge*

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. There would be no impact on the levels of independence for service users and any increases in services delivered in the community would lead to excess capacity in directly provided services

Option 3: *Buildings based, community focused service – increase levels of independence by 10 per cent and close Stonebridge but retain Strathcona.*

There would be no impact to users who continue to meet the eligibility criteria.

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.

13 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 Day Opportunities Strategy and the 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.

14 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
- Learning and Organisational Development will provide the resource to develop staff skills where needed
- 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 One Council PMO office.

Service Users Profile

Age

Gender	Ethnic Origin	No	Age Range	19-25	26-39	40-49	50-60	60-70	70+
F	other	3	Male	6	57	53	23	12	1
F	White UK	49	Female	3	41	39	28	10	1
F	Asian	26							
F	Black African / Caribbean	28							
F	White Irish	4							
F	Chinese	1							
F	Black UK	1							
M	White UK	35							
M	Asian	61							
M	Black /African Caribbean	13							
M	White Irish	6							
M	Other	5							
M	British	3							
M	Spanish	2							
M	Italian	1							

M	Jewish	1							
M	Lebanese	1							
M	Greek	1							
M	Chinese	1							
M	Black British	20							
M	Unknown	6							
Not recorded	Black British	1							
	Black Other	1							
	African	2							
	Asian	2							

Staff Profile

Gender	Ethnic Origin	No	Age Range	19-25	30-39	40-49	50-60	60-70	70+
F	White other	3	Male		2	7	1	4	
M	White Other	1							
F	Asian Other	3							
F	White UK	5	Female		8	16	17	21	4
M	White UK	1							
F	Asian	5							
F	Black African / Caribbean	18							
M	Black African/Caribbean	4							
F	White Irish	2							
F	Chinese	1							
F	Black UK	6							
M	Black UK	2							
M	Mixed Other	1							
	Unknown	4							