



**Executive
13 June 2011**

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

Wards Affected:
ALL

Day Opportunities Strategy Review – Mental Health

1.0 Summary

- 1.1 In January 2011 the Executive agreed to consult with service users, carers and stakeholders on the proposed transformation of the directly-provided adult social care day services for Mental Health, also known as Community Networks. This proposal was framed within the Day Opportunities Strategy which had been refreshed to include people suffering with severe and enduring mental health problems.
- 1.2 The consultation process is now complete and this report sets out the results of the consultation, the options for transformation and a recommended course of action.
- 1.3 The consultation process was carried out over three months – February, March and April. Separate service user, carer and staff meetings were held in a variety of venues including the Community Network bases. In total, there were 8 consultation meetings. A summary of the consultation process and outcomes is attached in Appendix A.
- 1.4 The responses across all client groups were broadly understanding of the principles underpinning the strategy: personalisation and a greater focus on community activities. However, users and carers also wanted to retain the consistency of a building base service. The main concerns raised were focused on the degree of change proposed for the Community Networks service.
- 1.5 Service user concerns were wide ranging. For example, they:
- Do not want to lose the day centres as meeting places, where they have friends
 - Do not want to lose the relationship they have with their key workers
 - Feel vulnerable in the community.
 - Are worried they will be isolated at home

1.6 Carers concerns focused on the following areas:

- That changes are driven by the need to save money rather than improvements to the service
- The capacity of two workers, as per proposal, to meet needs of service users
- That many service users will need support to manage their direct payments
- The need for a percentage of service users to have a base to go to as they are too vulnerable to access resources in the wider community
- The need for a culturally sensitive service

1.7 The other factors that will inform the Executive's decision on the refreshed Day Opportunities Strategy's proposal were also discussed at each of the consultation meetings. The key factors 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 current financial context and the potential impact of the Comprehensive Spending Review on the council's budgets

2.0 Recommendations

2.1 The Executive agrees the refreshed Day Opportunities Strategy attached in Appendix B.

2.2 The Executive agrees implementation of Option 4: Replace the current service with four community development workers, working in partnership with Southside Partnership. Provide a single base as a meeting place, with limited sessional provision of day services by the Community Development Workers. This will result in the closure of Kingsbury Manor and the Design Works (administrative base) and the relocation of a reduced service to Kingsbury Resource Centre.

3.0 Day Opportunities Strategy

3.1 The refreshed Day Opportunities Strategy reflects national policy, focused on the need to develop more personalised services for adults in order to promote independence and help people to lead fulfilling lives, and the work that has already been done locally as part of the Adult Social Care Transformation programme. It also reflects 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.

3.2 The strategy outlines proposals for the future design of day opportunities across all client groups in adult social care. The principles underpinning the strategy are:

- 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, faith, 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 mental illness
- The role of staff will change to support the delivery of the personalisation agenda.

3.3 The 12-week consultation process has been broadly supportive of the principles underpinning the strategy but not necessarily of the implications of the strategy on Community Networks. Some of the outcomes, such as greater use of Direct Payments were supported by some service users, but a number of general concerns have been raised about implementing the strategy. For example, some service users and carers feel that:

- The choice and community activities are not suitable for all
- Service users are vulnerable in the community
- They may become isolated
- There will be less respite for carers if activities are community based
- Personalised services will be more expensive and or unavailable
- The support mechanisms to prevent relapse will be reduced.

3.4 Therefore, it is crucial whichever option is taken forward that we continue to improve communication and engagement over the coming months to ensure that we can address these and other concerns while also delivering improved outcomes for service users and carers. This is particularly important in the current financial context, which will make implementation more challenging.

4.0 Implementing Changes to Mental Health Day Opportunity Services

4.1 The Day Opportunities Strategy sets out a proposal for the transformation of all directly provided Mental Health Day Services (Community Networks) in line with the wider Day Opportunities vision by Brent Council for all Day Services.

4.2 The proposal builds on the significant amount of work carried out within Community Networks Day Services over the last two to three years, including previous service redesigns. It reflects the fact that 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 given the uncertainty regarding day services.

4.3 The proposal was focused on the implementation of an alternative service that moved away from centre-based sessions to a more flexible, specialist service that encourages users to be more independent. This would be provided by two Community Development Workers (CDWs) working across a number of key locations across the borough. CDWs would seek out local resources (employment, volunteering, sports, leisure and healthy living, education, cultural and faith) helpful to the service user, liaising with other agencies as required. The CDWs would meet with services users and be more goal orientated and time limited encouraging service user integration in the community. Current service users would have improved access to information and advice about mainstream and community activities.

- 4.4 The consultation responses raised a number of significant concerns in response to the specific proposals in the Day Opportunities Strategy. The main ones were as follows:
- Speed of Change – The changes proposed are happening too quickly in the context of many other health and social care changes
 - Respite - Day services provide respite for service users and carers. This will be lost if the proposal goes ahead.
 - Most vulnerable - A certain percentage of service users will be able to move onto the community. However, there is a core group considered too vulnerable for what is proposed. This group need a base.
 - Lack of alternatives - Where will people buy services from if Community Networks is decommissioned as many local resources are being cut?
 - Relationships – The need for continuity of staff and services as service users have difficulty forming relationships.
 - Cost effectiveness - Savings generated by the proposal will not be cost effective as they will cost more for the council in end as the impact is felt by wider community.
 - Capacity - Two Community Development Workers is not enough to deal with the number of service users.
 - Gap in Services – There is a need something in between for transition from acute inpatient to community Mental Health Services. Few organisations and or community facilities are capable or equipped to provide this.
 - Carers – The reduction in service will have a negative impact on carers and families and will increase pressure on families.
 - Culturally sensitive provision -There is a need for locally based and culturally sensitive services.
- 4.5 Most service users did not want to see the closure of any day centres. Carers also stressed how much they value the respite that the day services provide to them and were not convinced that there were enough services in the community for the people they care for to access.
- 4.6 In light of these concerns and further discussions with key partners, this report outlines four options for taking forward the Day Opportunities Strategy for directly provided Mental Health day services
- 4.7 **Option 1: No change – current service users, current service model in the same buildings.**
- 4.8 Theree would be no impact on service users in any of the three directly provided teams for Community Networks in this option as the service would continue in the current service model.

- 4.9 There was support for this option from service users and carers. Option one is not aligned to the draft Day Opportunities Strategy because it would have little or no positive impact on the levels of independence, maintaining reliance on council directly provided services and would not lead to any cost savings. It would also provide limited opportunity to stimulate the market to provide inclusive community activities.
- 4.10 **Option 2: Replace the current service with two community development workers**
- 4.11 This option would involve replacing the current service with an alternative service. This would be provided by two CDWs working across a number of key locations across the borough. CDWs would seek out local resources (employment, volunteering, sports, leisure and healthy living, education, cultural and faith) helpful to the service user, liaising with other agencies as required. The CDWs would meet with services users and support them to identify goals for themselves which encourage service user integration in the community. Current service users would have improved access to information and advice about mainstream and community activities.
- 4.12 Concerns were raised about retention of bases in local communities. The two key concerns were the ease of access and transport links. The second was desire for culturally sensitive services to be based within local communities. These are genuine issues, which have been addressed in this option
- 4.13 Current revenue costs would be reduced as the two staff would work peripatetically from existing mental health and or council bases. Allowing the Council to close two bases – Kingsbury Manor Day Centre and Design Works (administrative base).
- 4.14 Option two is aligned to the draft Day Opportunities Strategy as it would positively impact on the levels of independence for a percentage of these service users. However, this option was not supported by service users and carers who raised significant concerns that are referred to in this report and in Appendix A.
- 4.15 **Option 3: Replace the current service with four community development workers, working in partnership with Southside Partnership.**
- 4.16 This option builds on the initial proposal communicated in the consultation document. Through a series of discussions with partners, a number of opportunities were identified for the Council and its partners to provide an improved service with a greater presence across the borough, giving the flexibility to spend more time with those people who need it most.
- 4.17 Further funding has been identified by the Council that can be used to create 2 additional CDW posts. This funding will be provided by the Primary Care Trust with the focus on reablement services across all client groups, but with specific agreement to fund these posts targeted at this client group on an ongoing basis.

- 4.18 Southside Partnership has been commissioned by the NHS to provide a community development service to people with severe and enduring mental health problems with a specific remit to support service development for BME communities. Posts for 6 Community Development Workers have been commissioned.
- 4.19 By integrating all the Community Development resource into one team of ten CDWs, a seamless service could be provided. This would make it easier for these vulnerable people to get the support that they need.
- 4.20 This option would allow for specialisation of some of the posts. Employment specialist and benefits advisor roles have been requested by staff and service users as part of Consultation feedback.
- 4.21 Current revenue costs would be reduced as the four staff would work peripatetically from existing mental health and or council bases.
- 4.22 All service users within community networks would be affected by this option. Option three is aligned to the draft Day Opportunities Strategy as it would positively impact on the levels of independence for a percentage of service users.
- 4.23 This option means that the council will no longer be a direct provider of day services, with specific bases where people with severe and enduring mental health problems can meet. The council's role will be one of a facilitator who invests time supporting people integrate into the community and stimulating the market to ensure that the right activities are accessible and available. This option was discussed as part of the consultation and whilst it was preferred to option 2 service users and carers remained concerned about the reduction in staffing and the lack of a buildings based service (see Appendix A).
- 4.24 **Option 4: Replace the current service with four community development workers, working in partnership with Southside Partnership. Provide a single base with limited sessional provision of day services by the CDWs.**
- 4.25 This option reflects concerns raised in the consultation, in particular the importance of day centres as a key meeting place, which allows service users to maintain important relationships in a safe environment. It also provides additional resource above the original proposal.
- 4.26 In this option eligible service users from Community Networks would cease to use current sites and instead access an alternative site for limited day care provision. There would be some reduction in service for eligible service users as it would not seek to replicate the Monday to Friday provision. This would reflect the fact that a significant number of service users either do not come to a base or attend on a daily basis.
- 4.27 It is envisioned that the new site will be Kingsbury Resource Centre. This site is currently used to provide day services for older people. 4 sessions per week would be made available for up to 10 services users, two in the mornings and two

in the afternoons. The sessions will be tailored to the needs of the services users and would be run by the CDWs.

- 4.28 As an example, out of the group of 41 service users currently using the Community Networks Service at Kingsbury Manor, there is a core group of 10 to 15 service users with complex needs who would benefit from ongoing centre based day care provision. Of these, not all will continue to require use of the existing facilities more frequently than twice a week. Those who may do will be supported by CDW's to access alternative services.
- 4.29 If this option is agreed, implementation would be built on a comprehensive and inclusive reassessment and support planning process for every current service user. This will include, where relevant, an assessment of their carer's needs for support, including respite provision. There would be a transparent application of eligibility criteria and reflect service user aspirations. The outcome would be a personalised package of support for eligible service users focused on outcomes that support people 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 would also be designed to ensure that service users and carers have more information about any changes.
- 4.30 This option is aligned with the draft Day Opportunities Strategy because of the focus on person centred planning and increased levels of independence and community based activity. The potential, identified in the consultation, to use other Council buildings more flexibly to provide direct provision offers value for money. This option reflects the concerns raised during the consultation and whilst it does not reflect the level of staffing or buildings based currently provided it does demonstrate that concerns have been addressed within the current drive for more personalised services.

5.0 Co-production, continuing communication and engagement

- 5.1 Continued engagement with service users, carers, staff and other stakeholders will be crucial to the successful implementation of any of the options outlined above. As outlined above a co-designed process of redesign and support planning would be central to this.

6.0 Financial Implications

- 6.1 The community networks budget for 2010-11 was £1,166k. Savings of £880k have been assumed for the 2011-12 budget, bringing the net budget to £236k.
- 6.2 This report considers four options for taking forward the Day Opportunities Strategy for directly provided mental health day services. The details of these options are set out at section 4 of this report.
- 6.3 **Option 1 - No change**
- 6.4 This will have no impact on the current revenue budget for the service. The cost to run the service will remain at £1,166k per annum (revenue budget figure provided in the Executive report dated 17 January 2011). There is currently no

capital expenditure required for this service. This option will deliver no savings to the council.

6.5 Option 2 - Decommission service and create four CDW posts. In partnership with Southside and NHS combine resources to create a team of 10 staff

6.4 The revenue budget for the new service as of 2012/13 would be £80k excluding the separate funding from the PCT for the 2 additional CDW posts. A budget of £206k would be moved into the main ASC budget in 2012-13 to fund residual and other ongoing costs. There is currently no capital expenditure required for this service.

6.5 This option would deliver ongoing revenue net savings of £880k from April 2012. A part year effect of these savings of approximately £480k would be achieved in 2011/12 due to a period of transition to the new service and expected severance and redundancy related costs. The council will need to develop a strategy for the two properties which are suggested will close. Kingsbury Manor is a freehold building located within a park setting. It has no immediately identifiable alternative use and therefore would require further consideration as to options for future use. The administrative base is within a building operated by the Council for commercial letting. Closure will result in a loss of revenue but the space will then become available to be re-let on the open market.

6.6 Option 3: Replace the current service with four community development workers, working in partnership with Southside Partnership.

6.7 The revenue budget for the new service as of 2012/13 would also be £80k excluding the separate funding from the PCT for the 2 additional CDW posts. A budget of £206k would be moved into the main ASC budget in 2012-13 to fund residual and other ongoing costs. There is currently no capital expenditure required for this service.

6.8 This would deliver ongoing revenue savings of £880k as of 2012/13. A part year effect of these savings of approximately £480k will be achieved in 2011/12 due to a period of transition to the new service and expected severance and redundancy related costs.

6.9 Option 4: Replace the current service with four community development workers, working in partnership with Southside Partnership. Provide a single base as a meeting place, with limited sessional provision of day services by the CDWs.

6.10 The revenue budget for the new service as of 2012/13 would be £85k excluding the separate funding from the PCT for the 2 additional CDW posts. A budget of £201k would be moved into the main ASC budget in 2012-13 to fund residual and other ongoing costs. There is currently no capital expenditure required for this service.

6.11 This would deliver ongoing revenue net savings of £880k as of 2012/13. A part year effect of this saving of approximately £480k will be achieved in 2011/12 due to a period of transition to the new service and expected severance and redundancy related costs.

- 6.12 Kingsbury Resource Centre was recently extensively refurbished following the decant of the library use. This is therefore a suitable building to retain within the Council's portfolio. The use proposed is consistent with current useage and subject to capacity the proposal to co-locate with other providers would be consistent with the Council's aim of maximising the utilisation of it's retained portfolio.

The following table summarises the financial impact for each of the 4 options

Item	Option 1 £000s	Option 2 £000s	Option 3 £000s	Option 4 £000s
Cost of Service 12/13	1,167	80	80	85
Residual/Ongoing ASC costs	0	206	206	201
Part Year Savings 11/12	0	480	480	480
Full Year Savings 12-13	0	880	880	880

- 6.13 The Adults Social Care budget for 2011-12 assumes a saving of £880k in respect of Community Networks from 2011-12 onwards. If option 1 is agreed by members, this saving would not be achieved in 2011-12 or future years and it would be necessary to bring a further report shortly to the Executive with proposals to make alternative savings.
- 6.14 If options 2, 3 or 4 are agreed, then part year savings of £480k will be achieved in 2011-12, which is a shortfall of £400k. In any of these cases, officers would identify with the Director of Finance and Corporate Services how this shortfall could be funded within the overall Adults Social Care Budget for 2011-12. This would be reported to the August meeting of the Executive as part of the 1st Quarter monitoring report.

7.0 Legal Implications

- 7.1 Guidance issued by the Department of Health requires that the Local Authority "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" to those who qualify for services under s29 of the National Assistance Act 1948 or s2 CSDPA 1970. Local Authorities, in conjunction with Primary care Trusts, are also required by virtue of s117 of the Mental Health Act 1983 to provide after-care services for any person to whom this section applies until such time as the Primary Care Trust and the local social services authority are satisfied that the person concerned is no longer in need of such services. The Local Authority also has a power to provide such services where necessary to promote the welfare of older people under s45 of the Health Services and Public Health Act 1968. The Local Authority will need to demonstrate that the chosen option does ensure sufficient facilities will be available for occupational, social, cultural and recreational activities to both current and future services users and that these can be accessed by individual services users. The move towards personalisation of adult social care does not affect the duties set out in legislation; however the increased use of existing community resources rather than specialised separate provision is not prohibited by legislation or government guidance.
- 7.2 The Executive is reminded that they are required to approach the outcome of any

consultation objectively and in a fair manner. Care should be taken to ensure that those with views relevant to the decision are consulted and their concerns taken into account.

The Equalities Act 2010

- 7.3 The decision to be made by members in relation to the services to be provided under s117 Mental Health Act 1983, s29 of the National Assistance Act 1948 or s2 CSDPA 1970 involves the exercise of the Council's functions and accordingly the Council is required to comply with the duties set out in the Equality Act 2010. Members must know and understand the legal duties in relation to the public sector equality duty and consciously apply the law to the facts when considering and reaching decisions where equality issues arise.
- 7.4 Section 149 Equality Act 2010 introduces a new public sector equality duty which came into force on 5th April 2011. The duty placed upon the council is similar to that provided in earlier discrimination legislation but those persons in relation to whom the duty applies have been extended. It requires the Council, when exercising its functions, to have 'due regard' to the need to eliminate discrimination, to advance equality of opportunity and foster good relations between those who share a 'protected characteristic' and those who do not share that protected characteristic.
- 7.5 A 'protected characteristic' is defined in the Act as;
- age;
 - disability;
 - gender reassignment;
 - Pregnancy and maternity
 - race;(including ethnic or national origins, colour or nationality)
 - religion or belief;
 - sex;
 - sexual orientation.
- 7.6 The previous public sector equalities duties only covered race, disability and gender.
- 7.7 Having due regard to the need to 'advance equality of opportunity' between those who share a protected characteristic and those who do not includes having due regard to the need to remove or minimize disadvantages suffered by them. Due regard must also be had to the need to take steps to meet the needs of such persons where those needs are different from persons who do not have that characteristic, and encourage those who have a protected characteristic to participate in public life.
- 7.8 The steps involved in meeting the needs of disabled persons include steps to take account of the persons' disabilities.
- 7.9 Having due regard to 'fostering good relations' involves having due regard to the need to tackle prejudice and promote understanding.
- 7.10 Complying with the duty may involve treating some people better than others, as far as that is allowed by the discrimination law.

- 7.11 Carers are not a protected group, but the Equality Act 2010 does prohibit discrimination by association, that is treating a person less favorably because of their association with someone has a characteristic protected under the Equalities Act 2010 (excluding pregnancy and maternity). The Executive should consider whether the implementation of a decision would amount to unlawful discrimination against carers or would have an adverse or significant impact on those they care for and their ability to access facilities and services if these are to be based primarily in the community.
- 7.12 S149(4) Equality Act 2010 requires that public bodies consider the steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities. The Equality Impact Assessment appended to this report highlights that the proposed changes will require detailed reassessment of each service user's needs to ensure that this requirement is adhered to.
- 7.13 In addition to the Act, the Council should to have regard to any statutory Code of Practice issued by the Equality and Human Rights Commission. A new Code of Practice relating to the new public sector equality duty under the new Act has yet to be published. However the Equality and Human Rights Commission has published guidance on the new public sector equality duty. The advice set out to members in this report is consistent with the published advice.
- 7.14 The Council's duty under Section 149 of the Act is to have 'due regard' to the matters set out in relation to equalities when considering and making decisions on the provision of services for Adults with social care needs. Accordingly due regard to the need to eliminate discrimination, advance equality, and foster good relations must form an integral part of the decision making process. Members must consider the effect that moving away from building based provision and implementing the proposed options will have in relation to equality before making a decision.
- 7.15 There is no prescribed manner in which the equality duty must be exercised. However, the council must have an adequate evidence base for its decision making. This can be achieved by means including engagement with the service users and carers of those who use or are eligible to use the service and other interest groups, and by gathering details and statistics on who uses the services and how the service is used. A consultation exercise has been undertaken in relation to the proposals and information about its likely impact on the service users has been provided through this process. The service is one which by its nature directly affects those service users with disabilities and their carers. The potential equality impact of the proposed changes to those who currently utilise council run day opportunity provision for those with mental health needs has been assessed, and that assessment is found at Appendix? and a summary of the position is set out in the paragraph in this report on Diversity Implications. A careful consideration of this assessment is one of the key ways in which members can show "due regard" to the relevant matters.
- 7.16 Where it is apparent from the analysis of the information that the policy would have an adverse effect on equality then adjustments should be made to avoid that effect. The steps proposed to be taken are set out in the body of this report and in the attached equality impact assessment.
- 7.17 Members should be aware that the duty is not to achieve the objectives or take the steps set out in s.149. Rather, the duty on public authorities is to bring these

important objectives relating to discrimination into consideration when carrying out its public functions (which includes the functions relating to children and families). “Due regard” means the regard that is appropriate in all the particular circumstances in which the authority is carrying out its functions. There must be a proper regard for the goals set out in s.149. At the same time, Members must also pay regard to any countervailing factors, which it is proper and reasonable for them to consider. Budgetary pressures, economics and practical factors will often be important. The weight of these countervailing factors in the decision making process is a matter for members in the first instance.

8.0 Diversity Implications

- 8.1 The Day Opportunities Strategy and the specific proposals for Mental Health services are designed to deliver a more personalised service, which recognises individual needs and supports service users to access the support and services they need and want in the community. This will enable them to become participants in their local communities and develop networks and support as close to home as possible.
- 8.2 The Equality Impact Assessment (attached at Appendix D) that was finalised after completion of the consultation confirms that the draft Day Opportunities Strategy will create a more positive approach to diversity, ensuring that individual needs, whatever they may be, are addressed to give people more control over the way they live. This is also reflected in the focus on person centred planning as the foundation of the implementation of any major changes to the service.
- 8.3 The proposed re-design of day opportunities will mean moving away from building based provision. At present two services exist to meet specific needs of those from BME backgrounds one of which is a building based day centre provision. As is noted in the consultation feedback there will likely be an impact on this client group by the proposed re-design in that there will be less building based provision specifically designed to meet the needs of those from targeted BME backgrounds. However, there is no reduction in provision made available to the service users, and appropriate alternative means of meeting these needs will be developed by the CDWs addressing service users’ individual needs, particularly where these relate to protected characteristics. All 6 of the CDWs provided by the Southside Partnership will have a specific remit to assist those with mental health conditions from BME backgrounds and so will be in a position to ensure services are tailored to these needs and minimise any impact that the move away from traditional building based provision may create. Further the proposed move will eliminate discrimination, advance equality of opportunity and foster good relations between those who share a ‘protected characteristic’ and those who do not share that protected characteristic by ensuring that service users have greater access to community based provision. The Executive should also be aware that the proposals aim to encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low thereby satisfying the objective set out in s149(3)(c) Equality Act 2010.

9.0 Staffing Implications

- 9.1 As the original Executive report highlighted, the Day Opportunities Strategy requires a change in working practices in all directly provided day services to

create a clear focus on personalised support delivered in the community wherever possible. Staff are being supported in this change. For example, most staff have already undertaken the Recovery and Personalisation training courses. This change in culture and practice will continue over the coming months.

- 9.2 As part of the consultation, Community Networks' staff have been consulted on the strategy and the proposed changes. In conjunction with this consultation, the staff have been formally consulted on the impact of the proposed change on their posts. While concerns were raised about the impact on jobs and the readiness for implementation, there was broad acknowledgement of the need for the direction of travel.
- 9.3 The options outlined above will have different impacts on the number, role and skills of staff required. If the Executive decides to implement option two, three and four the affected staff will have the opportunity to undertake a ring fenced interview, be redeployed or opt for voluntary redundancy. The Local Authority anticipate that the re-fenced interview and offer of redeployment will maximize the opportunity for the continuity of relationship between service users and staff identified as a key issue of concern by service users within the consultation.

Background Papers

Putting People First: DH policy December 2007

Valuing People Now: a new, three-year strategy for people with learning disability, Department of Health 2009

Duty to Promote Disability Equality: Statutory code of Practice (England and Wales)

Appendices

- A. Consultation Process and Feedback Report
- B. Summary list of feedback received
- C. Draft Day Opportunities Strategy
- D. Equalities Impact Assessment

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