

<b>Healthier Communities Select Committee</b>			
Title	Response to the Consultation on Remodelling Lewisham Council's Day Service Offer and Associated Transport including Evening Club Provision		
Key Decision	Yes	Item No.	6
Ward	All		
Contributors	Executive Director for Community Services		
Class	Part 1 (open)	25 June 2015	

### **Reason for Urgency**

The report has not been available for 5 clear working days before the meeting and the Chair is asked to accept it as an urgent item. The report was not available for despatch on time due to completing the analysis of the responses to the consultation. The report cannot wait until the next meeting due to the Council's savings programme timeframes.

### **1. Summary**

- 1.1 Mayor and Cabinet agreed on 11 February 2015 that officers could proceed to consult on a set of proposals to change the design and delivery of the Council's directly managed day services. The proposals seek to promote more personalised services in more inclusive environments, and explicitly look to work in partnership with the Council's third sector partners to develop and promote this new offer. The proposals would also deliver £1.1 million of a £1.3 million savings target for day services and associated transport. This report sets out the outcomes of that consultation.
- 1.2 The consultation was specific to 7 areas of change: (i) the consolidation of direct Council managed provision to three specific service 'types' – the Challenging Needs Service (CNS), the Intensive Support Service (ISR) and the Dementia service - and the employment pathways developed; (ii) the allocation of a personal budget to all other eligible adults with a learning disability or younger adults with a physical disability/ long term condition; (iii) moving ISR service from the Leamore to the Ladywell Centre; (iv) moving day services for older adults from Ladywell to Cinnamon Court, Cedar Court or the Calabash Centre; (v) the commissioning of a 'drop in' service at Ladywell for people whose assessments show that they are not eligible for funded day services; (vi) the consolidation of the Council's Door2Door transport to older adults and people with complex needs with a direct payment being offered to other adults eligible for Council funded transport; (vii) opening up 3 of the 4 centres for wider and more general community use in partnership with the third sector.

- 1.3 In addition to being placed on the Council website, the consultation paper was posted to every centre user, with an accessible version being sent to users with a learning disability and the full version sent to their family carers. Key stakeholder groups were also advised. There were a number of open meetings which were mainly attended by centre users and their families plus a series of independently facilitated meetings for service users with a learning disability. There was a 'Provider Fair' where people could come and talk directly to a range of service providers, and older adults were supported to go and visit alternative day services. Approximately 260 people attended the consultation meetings and 61 questionnaires were returned.
- 1.4 While many people came from a starting point of preferring no change, there was good engagement in and discussion of the proposals. Participants were keen to highlight the importance of maintaining friendships and families of people with a learning disability expressed strong views about safety and safeguarding in shared buildings, and some concern was expressed about who those other groups might be. While assurance was given about specific service areas, it was difficult for people to conceptualise being in a shared building. Officers also reassured families that the buildings were remaining open but being used in different ways. The specific families affected by the move of the ISR were generally supportive of that proposal. Older adults engaged in visits to alternative day centres and some people have moved during the consultation period. Younger people with a physical disability were anxious that their needs, often very complex and specialist, are clearly remembered and managed effectively.
- 1.5 Many people also wanted to know what the implications were for staff, and whether the same staff would support them. Also expressed was concern about the implications for family carers, particularly older carers and carers who worked full time of the changes.
- 1.6 People sought reassurance that the Council would assist them to identify alternative means of transport and alternative providers and also that they would not be forced to take a direct payment if they found that too onerous.
- 1.7 Where people could recognise what the Council was trying to achieve strategically, they wanted reassurance about what those changes meant for them specifically. A programme of social work reviews and assessments started in April and are due to be completed by the end of July. These have given people that opportunity. Priority was given to those service user where the proposal signposted a service relocation – older adults, people with long term conditions and the ISR service. The reviews of people with a learning disability took began May.
- 1.8 Key stakeholders were supportive of the recommendations, though emphasised the importance of the transition process being carefully managed. Provider partners also challenged the Council's position that

the local market was under developed to support people with complex needs.

- 1.9 Officers recognise the anxieties brought about by any change and understand the importance of being able to deliver certainty as early as possible. The proposals for change, while offering great opportunity for Lewisham citizens, and also opportunities for new, creative and dynamic services offers and life experiences for existing service user, bring associated concerns for those directly affected. Therefore, the report sets out a number of mitigations in response to those concerns to support the implementation of the recommended changes.
- 1.10 Also proposed in the 11 February 2015 paper, was a recommendation to stop the discretionary transport to the Mencap evening clubs and the SEALS club to save £84K. As requested by Mayor and Cabinet and Healthier Communities Select Committee, officers have worked with Lewisham Mencap and provider partners to find a way of ensuring that people can continue to attend the clubs.
- 1.11 The day service and associated transport proposals will deliver £1.1 of the £1.3 million savings associated with these proposals. £200K has already been achieved from the mental health service budget. The proposals will deliver part year savings in 2015/16 with the remainder being realised for the beginning of 2016/17.

## **2. Recommendations**

- 2.1 The Healthier Communities Select Committee are requested to note and invited to comment on the responses and the process of the consultation which has taken place on the proposals for the future modelling for day services and transport, as agreed by Mayor & Cabinet in February 2015.
- 2.2 The Healthier Communities Select Committee are also requested to take note and invited to comment on the recommendations which are being made to Mayor and Cabinet in July 2015 in response to the consultation as follows:
- 2.3 That the Council consolidates its service provision to the three services for service user with complex needs – the Intensive Support resource (ISR), the Challenging Needs Service (CNS) and the Specialist Dementia Service.
- 2.4 That an undertaking is given to identify specific partners to work with the Council to maintain key activities in the areas of sheltered employment (e.g. Grow and 'Tuck Stop') and performance art (e.g. 'Uproar' and 'Dare to Dream').
- 2.5 That the Intensive Support (ISR) service for people with profound learning disabilities and complex needs currently at Leemore move to the Ladywell Centre.

- 2.6 That a service to be known as 'A Place to Meet' (the 'drop in' service) is commissioned to support people no longer eligible for funded day care.
- 2.7 That the older adults currently using the Ladywell Centre who have not already moved to the specialist Dementia Unit move to the Housing 21 managed day centres at Cedar Court and Cinnamon Court or other reasonable provision of their expressed preference.
- 2.8 That the Ladywell Centre remain a day centre for adults with the most complex conditions.
- 2.9 That, while specific areas are allocated for the delivery of services to people with a learning disability, usage of the other three centres, Mulberry, Leemore and Naborhood, is extended to the wider Lewisham community as community hubs for a wider range of purposes, the Council working together with existing third sector partners.
- 2.10 That these three centres, Leemore, Mulberry and Naborhood, are recognised as community hubs as part of the Community Services Assets portfolio; and there will be different rental and running costs and charges from those applied to general lettings.
- 2.11 That the in-house Door2Door transport be maintained only for older adults, the most complex service users with long term conditions, and the remaining Council directly managed service users (ISR, CNS, Dementia) with the travel needs of remaining day service users being met by a variety of alternatives including travel training and buddying; shared escorted and unescorted taxis and volunteer drivers.
- 2.12 That £14K per annum continues to be available to fund transport to evening clubs for those existing people living at home with their families.

### **3. Formal Consultation Process – Remodelling the Council's Day Services at Leemore, Ladywell, Mulberry and Naborhood Centres**

- 3.1 The proposals for change
  - 3.1.1 The 11 February 2015 paper to Mayor and Cabinet contained detail as to the funded day centre activity across each of the centres in the borough. The current cost of these services totals £4,954,100 with an associated transport cost of £2,443,268. The detail from that report can be found in Appendix 1.
  - 3.1.2 Officers presented 5 proposals to Mayor and Cabinet as to how the required £1.3 million savings on day care and associated transport could be made by remodelling the service to reflect the reduction in numbers and thus underutilisation of the building and transport assets.

Mayor and Cabinet agreed that officers could proceed to consult on Option 5 which is set out in full below.

3.1.3 **Option 5** - That the Council consolidates its directly delivered services to include only those people with complex needs (specifically the ISR, Dementia and CNS services) and its sheltered employment services. Older adults not part of the specialist Dementia services are supported to move to other older adult providers, and all other service users (except for a small number of current service users whose needs could be met by a commissioned drop in service) be allocated a personal budget and supported to design and purchase their services from other providers delivered in the Community Hubs. As part of this proposal the ISR service currently located at the Leemore Centre would transfer to the Ladywell Centre. The specialist dementia service is already located at Ladywell and the Challenging Needs Service (CNS) located at Mulberry would stay where they are as would the employment schemes.

3.1.4 The advantages are that:

- the Council would retain management responsibility for its most complex service user;
- the Council can promote and development the potential market for a wider group of adults;
- people would have increased flexibility in the choice and shape of activities they can participate in;
- the proposals would not preclude personal budgets being made available to CNS, ISR and Dementia Service users in the future;
- the proposals would optimise the readily available building based day services for older adults in the borough and minimises unused day service places of older adults in other contracts.

3.1.5 With this proposal the Council would achieve the required level of savings relatively quickly and it would support a clearly identifiable 'disability base' while also providing a service presence across the other day centres.

3.1.6 The disadvantages are that:

- service users and their families may prefer their service to be managed by the Council,
- there will be concerns about maintaining friendship groups,
- families may be concerned that a personal budget or direct payment is another job for them to have to do,
- some service users will move to another service location,
- there would be some challenges in managing the logistics of a large simultaneous number of personalised services,
- there would be a need to develop new shared space protocols with a potentially large variety of providers.

3.2 Process and activity of consultation

- 3.2.1 Prior to the Mayor and Cabinet Meeting of 11 February 2015, three informal briefings outlining the proposals had been held in January 2015. Following agreement to consult, a three month formal consultation on the remodelling of day services was launched on 23rd February 2015 and closed on 18 May 2015. The consultation document is attached as appendix 2. In total 620 people attended meetings, 55 accessible and 66 general consultation questionnaires were returned.
- 3.2.2 The consultation document was available on the Council's website. It was also posted to every older adult and person with long term conditions using the Ladywell centre, and to the families of people with a learning disability. People with a learning disability received an accessible version of the consultation document. A stamped addressed envelope for their response was included in the mail out.
- 3.2.3 Key stakeholders were made directly aware of the consultation by email, including Lewisham Mencap, Lewisham Speaking Up, Lewisham Disability Coalition, the Pensioners Forum, Age UK and a range of direct service providers including Voluntary Action Lewisham, Lewisham Disability Coalition, Carers Lewisham, Age UK, Lewisham and Bromley MIND, SLaM, GSTT, Lewisham Nexus, Three Cs, PLUS, Aurora Options, Camden Society, and Certitude, Hestia Support and Care, and Housing and Care 21 among others . The consultation was also posted on the Council's website.
- 3.2.4 The document contained a contact phone number, address and email address to ensure that people who could not, or preferred not to attend meetings were able to contact the Council about the proposals and to respond to the consultation.
- 3.2.5 In addition to the consultation documentation, senior officers held six open formal consultation meetings, 1 at Ladywell and 1 at Leemore, each month for 3 months: these were attended both by users of the service and their families, and also some members of the general public.
- 3.2.6 There were six independently facilitated meetings for people with a learning disability, two at each of the centres, where information was presented in a more accessible format and the ideas explained and discussed. The first meeting concentrated on three of the consultation proposals, and the second on a further three proposals. The service user reference planning group had chosen not to consider the proposal relating to older adults at the Ladywell Centre. These meetings were devised, formatted and facilitated specifically for the learning disabled client group. Some family carers and staff also attended which facilitated a more individualised interpretation of the material for some service user.

- 3.2.7 Additionally, the Council received a number of letters and emails from users, families and members of the public.
- 3.2.8 A full chronology and summary of all these events is attached as Appendix 3.
- 3.2.9 Older adults were supported as part of the consultation to visit the other day centre provision in the borough with Hestia at the Calabash Centre, and Housing 21 at Cinnamon Court and Cedar Court. A 'Provider Fair' took place in March for service users and their families to attend and talk to potential other providers directly about who they were and what they could offer. The families of people who would be affected by the proposal to move the ISR to Ladywell were also offered an opportunity to visit Ladywell and comment on the environment and what would support the move.
- 3.2.10 Additionally, there were management briefings to Council staff about the proposals in January and again in June. There was also a general meeting with non-council providers in March to talk through the proposals and the proposals were also raised at the Pensioners Forum and at a Carers Lewisham Carers meeting in February.
- 3.2.11 A programme of reviews/ reassessments and support planning was begun during the consultation period and is continuing till the end of July. These have allowed people to consider the implications for themselves and their families. They have also allowed detailed consideration of preferences and friendship groups. Priority in the review schedule was given to those people where the proposals were signposting a move of service, i.e. older adults, younger adults with long term conditions and learning disabled people who used the ISR (Intensive Support Resource) service.

### 3.3 Consultation Outcomes

- 3.3.1 The key issues raised in the consultation process are set out in the table below. An analysis of the returned consultation questionnaires is also attached, as Appendix 4.
- 3.3.2 Officers recognise that these were challenging proposals for people to engage with, especially many of the service users, and recognise the strongly held preference for no change. Officers would like to thank everyone for giving up their time to attend the meetings, to send letters or emails, and to complete the questionnaires. There was lively discussion and engagement at all meetings, and a number of very interesting points were made through the questionnaire, other written materials and at the meetings themselves.
- 3.3.3 Officers also recognise the frustration that was sometimes expressed at the meetings about issues that were not part of the formal consultation. These included views on the proposal to stop funded transport to evening clubs; comments on the political, particularly

national political, dimension to the cuts in funding; a perception that cuts were being targeted at vulnerable people.

- 3.3.4 It also became clear through the consultation meetings that some people were being affected by more than one of the Council's savings proposals. For example, some of the older adults were also affected by the change to laundry arrangements and reported feeling overwhelmed by the level of assessments and review processes. Some of the younger adults were also affected by reviews relating to changes in ILF funding. Some family primary carers were affected by change proposals for both the learning disability day service and the older adults service as they were the main carer for relatives in both. Some people expressed frustration that they had only just started the centre(s) and had not been alerted of these change proposals. Officers sincerely apologise for this lack of coordination through the various review processes, and day service reviewers were directed to be particularly sensitive to this possibility once it had been raised in the consultation process.
- 3.3.5 While there was a difference to the tone of the meetings between the meetings held at Ladywell and those at Leemore, which reflected the different perspectives of the client groups, the nature of the concerns and comments were similar, and this generally held true through to the learning disability specific meetings. There were some people who attended all of the meetings at each of the venues though in general the meetings were organised to allow different people to attend on days and at times most convenient to them, and this was generally the case. The electronic consultation system cannot trace whether there were multiple questionnaires completed from the same electronic address, or how many people completed both the electronic questionnaire and also a paper copy.
- 3.3.6 The following tables summarise the main comments made both at meetings and in written submissions as part of the consultation process. It does not contain every comment and officers recognise that the format carries a risk of masking the impact of the points being made. However, officers believe that the content is a true reflection of the key points raised and the sentiments with which they were expressed.



<b>General comments about the savings and the process</b>	
<b>Comment</b>	<b>Officer Response</b>
<p>People who are affected by this and the other savings proposals should be given a reduction in their council tax to offset the impact on them. We've already lost the laundry service.</p>	<p>The Council has to make many changes to its services to be more efficient in order to make the £84m of savings required. The Council has to make changes to how it delivers all of its services. Officers recognise that the wide ranging nature of these savings programmes will mean that people are affected by more than one of changes to the laundry services, changes to charging, and changes to ILF. Officers are committed to doing everything they can to take account of, and minimise the impact wherever they can.</p>
<p>The Council could save money by being less bureaucratic, having less meetings, turning off lights in the Town Hall, spending less on road works, close one of the centres and save running costs etc</p>	<p>The Council is trying to make savings by doing all of those things and those savings will be reflected in the budgets in other parts of the Council. They are not reflected in the budgets for day care where we need to make £1.3m savings.</p>
<p>What percentage of the total cost of service does this saving represent?</p>	<p>The overall savings programme represents a saving of £1 in every £3 (33%) across the total council budget. Officers recognise that it is not possible to make this level of saving in the day service budget. The saving of £1.3m from a total budget of £7.4m = 17%.</p>
<p>We feel as if we're being pushed out just to save money. It seems like day services are at the top of the list for cuts. You should be cutting the number of managers.</p>	<p>The Council is making savings in a wide variety of areas to meet its £84m target. There has already been a significant reduction in management and other staff and a large number of 'back room' functions have been streamlined or shared to deliver part of those savings.</p>
<p>Why doesn't the Council rent out its buildings to make money?</p>	<p>The Council does rent out some of its buildings. Some buildings are not accessible to people with disabilities and/ or are not in a good state of repair. The Council is looking to rationalise its buildings, keeping the most appropriate ones for Council use, selling and renting out the others.</p>

<p>It doesn't seem to us that anything has changed between the first meeting and the later meetings.</p>	<p>The consultation meetings are repeated in order to give an opportunity to the biggest number of people to ask questions and give their views about the proposals, and also ideas about what could be put in place to minimise their negative impact. However, officers were able to respond to some suggestions made through the process to make it more helpful and effective: visits to other providers for older adults; co-production of ideas for the specification for the 'drop in' service; a focus group for shared working protocols for the community 'hubs' is being arranged for the 22 July; formally advising family carers of the dates of the facilitated meetings for service user with a learning disability; a second provider fair is planned for the 7 July.</p>
<p>The proposals offer a reasonable way forward in the current financial situation and offer people greater choice and control. However, people will need support through the change process outlined, and attention should be paid to friendship groups</p>	<p>Support planners and commissioners will work with people and their families throughout the whole of the change process until the outcomes are clear and each person's service is stable. The Council understands the importance of friends and have given an undertaking that older adults can move as groups of friends. Analysis of friendship groups of people with learning disabilities show that although some groups spend some time in activities together, the friendships are primarily experienced through shared leisure and break times in the centres.</p>

<p>The consultation process is flawed. Information has come over as vague and non specific and impossible to interpret.</p>	<p>Officers recognise that the proposals are complex and have been difficult to understand but do not believe that the consultation process has been flawed.</p> <p>Significant effort has been made to engage with people both before and during the consultation to ensure that they were aware of the proposals being presented to the Mayor and Cabinet. This has included providing sessions supported by an independent facilitator, sessions with carers as well as service users and engaging with a number of community organisations and advocacy groups working with people who would be affected by the proposals.</p> <p>While officers understand that people have wanted to discuss the impact of the wider proposals on their particular personal situation, these could not be discussed during a public meeting and will be addressed through the individual assessments. Officers also recognise the frustration that service users and their families have felt while waiting for these assessments given how they were prioritised, and thank families for their patience.</p>
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<b>Proposal 1: Reduction in Council direct service management</b>	
<b>Comment</b>	<b>Officer Response</b>
<p>We don't want anything to change. We want our service to still be delivered by the Council.</p>	<p>Officers understand that people are used to the Council being the main day service provider and find it hard to think of the service being delivered differently. However, decisions have to be made about which services the Council should continue to deliver in these difficult financial times. Under the Care Act the Council has a duty to develop the local market.</p> <p>The investment the Council has made in developing alternative services means that there are a good number of high quality local day service providers for people to use. The Council chose not to go ahead with a full externalisation of its directly managed day service, nor the closure of buildings. However, there has to be change in order to deliver savings and make best use of the Council's assets.</p>

**Proposal 1: Reduction in Council direct service management**

<b>Comment</b>	<b>Officer Response</b>
What will happen to the staff? Will I have the same key worker?	<p>The scope of the changes being proposed means the Council cannot guarantee that service users will have the same staff working with them. Officers will ensure that there is familiar staff support through the period of transition until service user are familiar with new locations or providers; and that there is a good working knowledge of each person's needs with an appropriate level of detail.</p> <p>Officers understand that this can cause anxiety and officers will work as quickly as possible to confirm staff arrangements. There will be a separate consultation process with staff after the Mayor and Cabinet decision.</p>
There are other providers in the market who can deliver good support to people with complex needs and we think that the Council's decision to retain direct management of any services is unnecessary.	The Council recognises this provider position. However, it still believes that it is best placed at this point in time to manage delivery of these specific services.

**Proposal 2: That other than the ISR, CNS and Dementia services, other people with a learning disability, and also people with physical disability/ long term conditions, will be allocated a direct payment or personal budget and helped to buy care from new providers.**

<b>Comment</b>	<b>Officer Response</b>
Will the money I get be able to buy the same number of days as I get presently?	<p>The assessment process identifies a person's needs that the Council will meet, while the support planning process will help people think about how those needs can be met.</p> <p>It is recognised that many people will need to combine the money available to them in order to maximise the number of hours and days that they are supported, purchasing support as a group. However, some people may want to use this as an opportunity to purchase more intense, 1:1 support for less time.</p> <p>The Council needs to strike a balance between what people want to do in order to meet their needs and the amount of money available to them for that. Support Planners will be available to help people with this when organising their support.</p>

**Proposal 2: That other than the ISR, CNS and Dementia services, other people with a learning disability, and also people with physical disability/ long term conditions, will be allocated a direct payment or personal budget and helped to buy care from new providers.**

Comment	Officer Response
The Council's systems for Direct payments is not very effective	The Council recognises that some people have experienced difficulties in the past with the Direct Payment process. However the Council has worked hard, particularly over the past year, to improve the service so that it is more efficient and responsive.
Direct payments are just something else for family carers to worry about. We don't want to have to organise everything. It's too much!	<p>Officers recognise this is a strongly expressed position from service users and family carers. It also recognises the important role which family carers play in providing support for people and does not wish to place further burden on them. Therefore, the Direct Payment system now includes managed accounts supported by the Council.</p> <p>Service users and their families can also be helped to identify a provider who would manage an individual's accounts for day services and associated transport. Support planners will take time to explain these options to you as part of the assessment process.</p>
What about the impact on carers who work full time and would have to give up work or who are older carers and can only keep their relative at home because of the respite the day centre gives them.	Assessments have a duty to consider all of the person's needs and also the carers' needs. including their desire to work, pursue education and need for support in order to maintain their caring role.

**Proposal 2: That other than the ISR, CNS and Dementia services, other people with a learning disability, and also people with physical disability/ long term conditions, will be allocated a direct payment or personal budget and helped to buy care from new providers.**

<b>Comment</b>	<b>Officer Response</b>
<p>People have been friends for a long time. These proposals will split everybody up.</p>	<p>Officers recognise how important it is for people to keep in touch with their friends and the impact this can have on their wellbeing. To help understand the dynamics of the friendship groups which have formed in day services, staff in the centres have been mapping people's friends.</p> <p>An analysis of these friendships suggest that they may be sustained by sharing leisure and break times in shared buildings as much as by shared activities. It also suggested that not all friendships are reciprocal and groups can change over time.</p> <p>This information will be used by Support Planners who will be mindful of how important these friendships are when completing support plans. Officers have already given a commitment to older adults that they can move to alternative day centres with their friends. The proposals also offer an opportunity for people to choose to spend time with friends who may currently be in other services.</p>

**Proposal 3: The ISR service to move to the Ladywell Centre**

<b>Comment</b>	<b>Officer Response</b>
<p>We are happy for our children to move here. It's better provision.</p>	<p>The Council is pleased that some families directly affected by this proposal are happy to support it.</p>
<p>This is going set the service back decades and will isolate people. People with complex needs like to take part in activities where other people are busy and active.</p>	<p>The co-location of the 'drop in' service at Ladywell will ensure that opportunities remain for people in ISR to proactively engage with other people whose intellectual and physical disabilities provide a supportive environment for people with complex needs.</p> <p>The high staff to client ratio will continue to support the group to take part in community based activities and events in leisure centres, trips to town, lunches out and so on.</p>

<b>Proposal 3: The ISR service to move to the Ladywell Centre</b>	
<b>Comment</b>	<b>Officer Response</b>
As specialist learning disability clinicians, we believe that this move of the ISR to Ladywell offers a much better experience, particularly if there can also be access to the gym for some activities.	Officers agree that this is an improved offer for this very complex group of people and are pleased it has the support of specialist clinicians.  Officers note the comment about the gym and will negotiate access for the ISR group as part of its next steps implementation plan.
I'm concerned that the staff will change and they won't have the right skills to support the complex needs of my relative.	There may be some changes to staff. However, specific and individualised training is given to all staff by the learning disability specialist clinical therapists, particularly physiotherapists and speech and language therapists. That team will undertake a special period of training and support to new and also existing ISR staff.
What about is there are staff shortages? Currently this is backed up from the Leemore 'mainstream' service.	As this service will be based at Leemore, where the Dementia service is, there is opportunity for there to be back up across these two services, and the management base will also be at the Leemore Centre which will also support immediate resolution of day to day staffing shortages.

<b>Proposal 4: Older adults at Ladywell (excluding the dementia service) move to other day centres for older adults</b>	
<b>Comment</b>	<b>Officer Response</b>
This (the Ladywell) is the best centre for older people. The Council should leave the older people here who have worked all their lives, and build additional floors for everybody else.	Council officers recognise that Ladywell, and indeed all the centres, are deeply valued by the people who use them. They also understand that change is difficult for everyone involved, particularly for older people.  However, officers believe that there are other good offers for day services and will work with older adults to make sure that the moves are made as easy and seamless as possible. People can also move with their friends.  While the Ladywell centre is a good building, adding additional floors would be expensive and would in any case probably mean the centre would have to close for the period of any building works.

**Proposal 4: Older adults at Ladywell (excluding the dementia service) move to other day centres for older adults**

Comment	Officer Response
<p>The other centres for older adults can't support the same level of personal care which is a worry.</p>	<p>The other centres do have adapted WCs and there is access to washing and disability changing facilities. Staff already provide support with personal care and other day service providers are able to accommodate a wide range of personal care needs. Providers can purchase, or the Council will transfer, any person specific equipment that may be required to support the person.</p> <p>Officers know that some of the individual 'taster' visits were not as reassuring in this respect as they could have been.</p>
<p>My mum waited ages to get a place here, has only just started and now she's going to have to leave. Nobody told us this was happening.</p>	<p>The Council apologises for any distress to people who have found themselves in this situation. Until Mayor and Cabinet agreed in February to consult on these specific change proposals, officers could have been unnecessarily raising anxieties.</p> <p>Since the consultation has started, new referrals to the service have been advised of the proposals and people have been advised of the proposals or offered an alternative provision with another provider.</p>
<p>I like it here. I've made friends, and we enjoy doing the same things together.</p>	<p>Officers will support people to move in groups of friends to one of the other centres. We will make sure that people continue to get to do the same kinds of things they do currently.</p>

**Proposal 5: Drop in service for people needing minimal supervision and support**

Comment	Officer Response
<p>'Light touch'/ drop in means nothing to us. Describe this service.</p>	<p>This service will ultimately be shaped around the people who will use it. Those people are likely to be intellectually competent and may or may not have a physical disability or learning disability.</p> <p>Through the course of the consultation, officers have heard people talk about the importance of having somewhere to meet and catch up with their friends, or where they can take part in activities, all in a safe environment with some support available should they need it. As such officers have named this service 'A Place to Meet' which reflects the wide range of reasons why people might come now and in the future.</p>



**Proposal 5: Drop in service for people needing minimal supervision and support**

<b>Comment</b>	<b>Officer Response</b>
	<p>The kinds of activities available will range from learning life-skills to leisure activities: help to read, write and manage a budget; also opportunities to develop self advocacy skills and practice skills to help get a job. Leisure activities can include board games, dominoes or pool. This will also be a place where people can meet up before going off somewhere else together and meeting up again at the end of the day.</p> <p>Alternatively this can be a place where people can come and have a cup of tea and a snack and 'just be'.</p>
<p>People are too disabled to have a service like this. How are you going to keep them safe?</p>	<p>While the service is described as being 'light touch' there will be staff and volunteers available who can help people be safe. Because it is proposed that this service will be developed at Ladywell, which will be the disability specific centre, there will be a higher level of controlled access to, and management of, the building.</p>
<p>Will this service be open to people with long term conditions?</p>	<p>If an assessment shows that having 'A Place to Meet' is a good option for people with long terms conditions then they can be referred to this service by the support planner. It is also possible that some people with long term conditions would want to be volunteers or mentors and will be able to support some of the other users who have a learning disability , rather being a 'service user'.</p>
<p>Ladywell will be a new centre for some people to go to. What if people don't want to go there?</p>	<p>The Council has previously agreed that some kind of support should be available to help existing service users whose assessed needs might otherwise mean they would receive no support from the Council.</p> <p>People might chose to not take up this offer and could meet in the public areas that will be designed into the other centres. However, this proposal is the formal offer of support from the Council.</p>
<p>Ladywell is too far away from everything else and it's difficult to get to.</p>	<p>While officers recognise that the centre is located near parkland and although it is not on a high street, the Ladywell Centre is well placed for access to all activities in Lewisham. It is close to central rail and bus links, being no more than half a mile from Ladywell Station,</p>

<b>Proposal 5: Drop in service for people needing minimal supervision and support</b>	
<b>Comment</b>	<b>Officer Response</b>
	and local bus stops. By foot it is accessible across Ladywell Fields from Lewisham High Street and the hospital.
What if I go to the drop in and my friend, who is eligible for a council funded service, wants to come with me?	The specification for this service is flexible enough that people who want to use their personal budget to pay for that service can do so, as long as it meets their identified needs.
Will people need to pay for this service?	<p>The aim of this service is to help people who would not otherwise receive any support from social care as they do not have eligible needs. Where this service is being offered to people as an alternative to 'no service', then the Council will commission the service and meet the cost.</p> <p>The Council also recognises that people who do receive support from social care will want to keep in touch with their friends in this service. As such the Council has made the specification for the drop-in flexible so that people with eligible needs will be able to buy days from their own resources or their direct payments.</p>

<b>Proposal 6: People in CNS, ISR and Dementia will continue to receive transport from Door2Door. People with a learning disability and physical disability eligible for funded transport to receive a personal budget or direct payment to have that need met.</b>	
<b>Comment</b>	<b>Officer Response</b>
How will the decision be made about who gets what transport?	<p>Part of a person's assessment will consider if they are able to travel independently, how well they are able to travel and if they are eligible for support from the Council. Those who are eligible for support from the Council will be offered either a Direct Payment or Personal Budget and help by a Support Planner to arrange alternative transport.</p> <p>The Council has been supporting schemes in the voluntary and community sector who provide transport; and will be working with them to extend these offers to people who are in currently in day services. There is also the option of using taxis with the Taxicard/Capital Call scheme, using Dial-a-Ride or arranging transport with carers.</p>

**Proposal 6: People in CNS, ISR and Dementia will continue to receive transport from Door2Door. People with a learning disability and physical disability eligible for funded transport to receive a personal budget or direct payment to have that need met.**

<b>Comment</b>	<b>Officer Response</b>
<p>Taxis are not a good option for people with a learning disability. People are let out of the taxi without being taken to the door to make sure that someone is there to let them in.</p>	<p>The taxis that will be recommended for use will have been 'vetted' as part of the Council's Taxi Framework Agreement. As such they have experience of working with people with both learning and physical disabilities. As part of the Framework providers are also vetted and audited by the Council.</p> <p>A number of people in day services already use taxis for transport and this is working well.</p>
<p>Getting a direct payment is one thing too many for families who are already at stretching point. What happens if the transport doesn't turn up - people can't get to work.</p>	<p>Some people are already planning to put together the money that the Council will make available as a direct payment for transport and organising themselves into a car pool, taking turns to get people to their day service.</p> <p>The existing taxi providers on the framework have proven to be reliable, understanding the importance of supporting vulnerable people and being on time. That said there can be unavoidable delays, as there are now with Door2Door. Having a direct payment can help families have better control over the quality of the service provided: if the taxi doesn't turn up, you can call another taxi and use a different company.</p> <p>Officers recognise that organising transport will be a new experience for people and as such will support people through the transfer from Door2Door, including helping people to set up accounts with taxi firms. Once organised there should be a minimal amount of effort required as the transport will be booked on a regular basis.</p>

**Proposal 6: People in CNS, ISR and Dementia will continue to receive transport from Door2Door. People with a learning disability and physical disability eligible for funded transport to receive a personal budget or direct payment to have that need met.**

<b>Comment</b>	<b>Officer Response</b>
<p>What about where people cannot travel on their own?</p>	<p>Where appropriate the Council has a travel buddy scheme, which would be helpful to some people who can use public transport but still need some help and support. There is also help with independent travel training for those who are more able to travel on their own.</p> <p>The Council's taxi service includes provision for escorts to help people where necessary; due to the need for help with a wheelchair or because of challenging behaviour. People can pool their money to share the cost of the transport and escorts to make them more effective, or where appropriate the Council can look at individual cases.</p>
<p>There's no consistency with taxi drivers. I wouldn't want to trust my relative with people I don't know</p>	<p>Officers understand that initially people will be concerned about not knowing the driver, and that it will not always be possible to get the same driver all the time. However, with regular pickups, there is usually a small group of regular drivers. In addition the companies on the taxi framework have to provide drivers with DBR checks and are audited for compliance by Council officers.</p> <p>The volunteer driver scheme also welcomes regular bookings as these give the drivers regular work which provide consistency and opportunity for the development of a relationship with the family. Some people have already had positive experience of using the volunteer driver scheme.</p>
<p>Concerned that changes to evening transport means that people will not be able to get to the clubs</p>	<p>The evening club transport is not part of this formal consultation and officers will be talking separately to the people involved, providers and to Mencap, about how people might get to clubs in the future.</p>

**Proposal 6: People in CNS, ISR and Dementia will continue to receive transport from Door2Door. People with a learning disability and physical disability eligible for funded transport to receive a personal budget or direct payment to have that need met.**

<b>Comment</b>	<b>Officer Response</b>
<p>Re-organise the whole of transport so that it is more efficient</p>	<p>Officers are constantly look for savings in the delivery of Door2Door transport. Part of day service transport is shared with the busses to special schools but these savings proposals are linked to the six specific busses which are solely used for learning disability day services.</p> <p>The transport budgets are among some of the most complex in the Council because of this interrelationship between adult social care and education, and a change in one specific are does not directly lead to a reduction in cost. This is why officers have focused on the busses which are dedicated to Social Care.</p>

**Proposal 7: Mulberry, Leemore and Naborhood Centres to be shared resources with a number of other providers.**

<b>Comment</b>	<b>Officer Response</b>
<p>Why don't you just have the one centre and move everybody there?</p>	<p>Officers acknowledge the anxiety people have expressed about sharing spaces with groups who are not social care service providers. People also expressed concern about the buildings being shared with different client groups.</p> <p>However, there are also risks associated with bringing together a wide range of people with a wide range of complex needs into a single building. Putting together people with very challenging behaviour and learning disability, and others who are physically frail pose too great a risk to manage in a single building. Some families have expressed extreme concern that officers might even be considering this as an option.</p> <p>It would also be difficult to achieve a consensus on which specific building should be kept, as peoples expressed preference during the consultation was the one their relative attended. Officers understand that people find it difficult to accept that changing the number of centres does not help make the saving on the day care budget as buildings costs are part of a different budget.</p>

<p>I don't understand what it is that the Council is trying to do. Why should we have to share the centres with other groups?</p>	<p>Officers want keep services as local as is practicable and spread across the borough. However, the number of people using the centres has declined as alternative offers have become available and we therefore need to consider ways of using them differently and more effectively.</p> <p>Council officers are trying to plan for the future by making the best use of all of the council's assets, making them available for specific services as well as using them to support the development of community spaces across the borough. In this way the future of the centres will be more secure as they will be well placed in the community for use by the whole community.</p>
<p>Who are these other providers? What are these other services? They should be here talking to us.</p>	<p>The other providers will be organisations who are already established in the voluntary and community sector in Lewisham. It was not possible to be specific about who these were as officers were in a separate consultation with those organisations about the proposals which directly affected them.</p> <p>However, officers have stated that organisations like the Citizens Advice Bureau, Voluntary Action Lewisham, Lewisham Speaking Up and existing organisations using the top floor at Leemore. This list is not exhaustive and the buildings could also be used by other organisations and groups as well.</p>

<p>How will you make sure that my relative is safe? They will be at risk if just anybody can walk into the centre.</p>	<p>Officers understand that people are anxious about the safety of their relative in a building shared with other groups and organisations. Officers will work with all the providers to put in place a shared services agreement to ensure that buildings are safe. An initial meeting with key stakeholder to develop this has been arranged for the 22 July.</p> <p>Officers have worked with other providers who share buildings for different purposes and where there is open access (e.g. at the Calabash Centre, the Albany and Adult Education). Some parts of any building will have open access and shared while other areas will be more secure and access will be limited. There will be core/ lead providers in each of the buildings and the staff who are working with vulnerable adults in the community 'hubs' will have ongoing responsibility for safeguarding.</p>
<p>How can we know that people with a learning disability will not be squeezed out of the shared buildings completely and end up with nothing?</p>	<p>Keeping the buildings in use to support people with learning disabilities is a key objective of these proposals. Officers have identified specific areas in each of the centres which will be designated for use by people with learning disabilities and for use by the organisations supporting them.</p> <p>However, people will also be supported and encouraged to use the other activities and opportunities available in the hubs, including specific activities aimed at people with learning disabilities like employment opportunities; as well as all of the activities that will be developed in the hubs for use by the wider community such as the general shared areas e.g. café/ dining areas/ IT areas and any 'pop-up' short term activities as may be organised by other providers.</p> <p>Officers believe this is a really good opportunity for people with learning disabilities to be an active part of a wider range of services and activities available in the community.</p>

#### **4. Transport to Evening Clubs**

- 4.1 The Council has historically funded transport to evening clubs, primarily the Lewisham Mencap clubs on Monday Tuesday and Thursday evenings but also the SEALS swimming club on a Friday. This funding is discretionary and Door2Door drivers and escorts are paid overtime rates to make the service available.
- 4.2 Mayor and Cabinet were advised in the 11 February report that all but 4 of the then 82 people who used the transport to the Mencap evening clubs also received other significant packages of care and that 32 of the 82 people lived in 24 hour services. Those figures at time of writing equate to 85 people in total, 39 living at home and 46 living in 24 hour services. In February there were 3 people attending the SEALS club on a Friday: that figure is currently 2.
- 4.3 Officers recommended to Mayor and Cabinet that the funding of this transport be stopped in order to deliver a saving of £84K. Officers put forward 7 options as to how the Council might move forwards with this saving.
- 4.4 Mayor and Cabinet in recognition of the value of the clubs, both their social value to the people who attend them, and their respite value to families, endorsed the view of the Healthier Communities Select Committee of 14<sup>th</sup> January 2015 that there was a 'consensus of concern' regarding the impact of the loss of this amenity on the future of the clubs. Officers were asked specifically to work with Lewisham Mencap to identify ways to ensure that those people who wanted to, and who were currently using the Council's Door2Door transport, could continue to attend the evening clubs.
- 4.5 Officers approached this task in two ways. The first was to seek assurance from 24 hour providers that they would continue to support people in their services to attend the clubs: the response from the 24 hour providers have been positive overall though there is some further negotiation in regard to 3 people: one person placed in Lewisham by another borough; and 2 people where the 24 hour providers do not feel confident of giving a full undertaking at this time. Officers also continue to work with Shared Lives providers about how people placed with them, currently 8 people with 5 shared lives carers, can be supported to continue to attend.
- 4.6 With regard to people who live at home with their families, Social Care and the Transport Coordination Team have also been looking at alternative transport methods. Many of the people who use door to door also use alternative means of transport on other nights that they attend the clubs, such as dial a ride, public transport and taxis and some families on some nights also escort people.
- 4.7 Officers have identified that Access Lewisham and the Volunteer Driver schemes offer a cost effective way forwards at a cost of £5.50 per



person per return trip. The volunteer driver scheme organisers have confirmed that it would not be problematic to identify regular drivers for the clubs. Officers have estimated that the cost of this service for those people currently living in the family home for each of the clubs they currently use Door2Door to attend as approximately £14K per annum.

- 4.8 This proposal was presented to Lewisham Mencap on the 3<sup>rd</sup> June. In attendance were members of the Mencap Committee of Management, volunteers from the clubs, a club member and Mencap's patron. While recognising that some finer operational detail remain to be finalised, Lewisham Mencap were supportive of the proposal. In the spirit of co-production, Lewisham Mencap undertook to monitor attendance at the clubs and report attendance to the Council quarterly.
- 4.9 Officers will be recommending to Mayor and Cabinet that people who currently use Door2Door to attend or return home from evening clubs are supported as follows: where applicable by their 24 hour provider; where the person lives at home with their family to be supported with a direct payment to pay for a volunteer driver.

## 5. Financial Implications

- 5.1 The 2015/16 savings proposals considered by Mayor and Cabinet on 12 November 2014 included £1.3m from day care and associated transport. This report describes how the £1.1m from the Council's directly managed day care and associated transport will be delivered in a full year. The balance of £200K on the total £1.3m saving attributed to day care has already been delivered from an adjustment to the Council's funding of mental health day services.
- 5.2 The current budget for the day care service is summarised in table 1 below.

<b>Day Care Type</b>	<b>Budget</b>
In-house budgets for care	£3,421,400
Purchased day care	£803,000
Mental health (COS)	£729,700
<b>Sub total</b>	<b>£4,954,100</b>
Transport budgets	£2,443,300
<b>Total budget</b>	<b>£7,397,400</b>

Table 1: Overall cost of day service and transport

- 5.3 The original report in February 2015 framed the savings by which part of the service the savings would be made in and how and this is summarised in table 2 below. Savings from 1:1 arrangements were not quantified but were expected to exceed the £30K required to fully achieve the £1.3m savings sought.

<b>Proposal</b>	<b>Saving £K</b>
Reconfiguration of in house provision	230 + 1:1s
Improving access and service redesign	340
Adult Mental Health day service	200
Reduction in days of service delivered	200
Reduction in use of Door2Door	300
<b>Total</b>	<b>1,270 + 1:1 costs</b>

Table 2 – Day service savings proposals summary

- 5.4 This report presents the service model as it will be delivered net of the £800K to be saved and is summarised in Table 3 below. It shows an under delivery of £16K of the saving, but as with table 2 above, this is mitigated by the 1:1 savings that were released by the remodelling of the dementia service.

<b>Service and associated costs</b>	<b>£</b>
<b>Total available for the delivery of services</b>	<b>2,288,500</b>
Cost of ISR	372,000
Cost of CNS	479,000
Cost of Dementia Unit	336,000
<b>Cost in-house</b>	<b>1,187,000</b>
Cost of PB services for people with LD	153,000
Cost of PB services for people with LD	899,500
Cost of 'A place to meet'	65,000
<b>Cost other provider/ PB</b>	<b>1,117,500</b>
<b>Total cost of service</b>	<b>2,304,500</b>
<b>Difference from available</b>	<b>-16,000</b>
Cost of service for older adults is contained within Housing21 or dementia service costs	

Table 3 – Cost of redesigned day service summary

- 5.4 This shortfall has been addressed by proactive referrals for fully funded health care as a direct result of the review processes. This has identified additional income of £21K.
- 5.5 The £300K saving associated with changes to in-house transport and evening clubs is summarised in Table 4 below.

<b>Proposal</b>	<b>Saving £K</b>
Evening clubs (14K)	70K
Use of direct payments for days service transport	216K
<b>Total saving</b>	<b>286K</b>
Difference from original	14K

Table 4 – Cost of redesigned transport offer summary

- 5.6 This saving relates to replacing the dedicated Adult Social care busses used to transport people with a learning disability to day centres. Initial modelling shows that these savings are deliverable. However, they are dependent on the ability of Door2Door to reduce their costs in response to the reduced demand. Further work is needed to ensure that the full saving is achieved and should the transport recommendations be agreed by Mayor and Cabinet there may be a requirement for formal consultation with Door2Door staff.
- 5.7 The capital costs for redesign of the building for communal use (e.g. IT costs, key coded doors, remedial building works) will be met from the capital element of the Better Care Fund.
- 5.8 The paper highlights that there may be costs relating to redundancy or potential for TUPE transfer of existing members of staff. However, the full implication of this will not be known until the conclusion of the formal staff consultation period and the Council's ER/VR process. No estimate is included in the costs in Table 3 above.
- 5.9 The need for a formal consultation process followed by staff consultation means that a full year saving for 2015/16 was not possible. The original report to Mayor and cabinet estimated a part year saving of £953K will be delivered in 2015/16 and the residual £317K of saving relating to this programme being delivered into 2016/17. Current estimates are a part year saving of £750K in 2015/16 with the residual £550K delivered in 2016/17.

## **6. Legal Implications**

- 6.1 The National Assistance Act 1948 places both duties and powers upon local authorities to assess the needs of, and provide services to support such needs including residential accommodation, to people aged 18 years and over who because of their disability are in need of care and attention not otherwise available to them. In changing or altering services provided under Social Care legislation each individual's needs for services must be individually reassessed before changing the service or manner of delivery. In addition, in making proposals for service changes overall, there must be proper and meaningful consultation with service users, their families and any stakeholders, to enable and facilitate clear understanding of the proposals and enable stakeholders to express their views effectively.
- 6.2 In the event that Mayor and Cabinet agree the proposals relating to day services and transport changes, there is the possibility of redundancies and the application of TUPE for relevant council employees. Appropriate consultation with staff and their trade unions will take place in line with the Council's TUPE guidance, redundancy policy and statutory requirements.

- 6.3 The Equalities Act 2010 (the Act) introduced a new public sector equality duty (the equality duty or the duty). It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. In summary the Council must, in the exercise of its functions, have due regards to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited under the Act.
  - Advance equality of opportunity between people who share a protected characteristic and those who do not.
  - Foster good relations between people who share a protected characteristic and those who do not.
- 6.4 The duty continues to be a “has regard” duty, and the weight to be attached to it is a matter for the Mayor to decide, bearing in mind the issues of relevance and proportionality. It is not an absolute requirement to eliminate unlawful discrimination, advance equality of opportunity or foster good relations.
- 6.5 The Equality and Human Rights Commission (EHRC) has issued “Technical Guidance on the Public Sector Equality Duty” and statutory guidance the “Equality Act 2010: Services and Public Functions & Associations Statutory Code of Practice”. The Council must have regard to the statutory code in so far as it relates to the duty and attention is drawn to chapter 11 which deals in particular with the equality duty. The Technical Guidance also covers what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guidance does not have statutory force but nonetheless regard should be had to it, as failure to do so without compelling reason would be of evidential value. The Statutory Code and the Technical Guidance can be found at [www.equalityhumanrights.com/legal\\_and\\_policy/equality-act-codes-of-practice-and-technical-guidance/](http://www.equalityhumanrights.com/legal_and_policy/equality-act-codes-of-practice-and-technical-guidance/)
- 6.6 The EHRC has previously issued five guides for public authorities in England giving advice on the duty:
1. The essential guide to the public sector equality duty
  2. Meeting the equality duty in policy and decision making
  3. Engagement and the equality duty
  4. Equality objectives and the equality duty
  5. Equality information and the equality duty
- 6.7 The essential guide provides an overview of the equality duty requirements including the general equality duty, the specific duty and who they apply to. It covers what public authorities should do to meet the duty, including steps that are legally required, as well as recommended actions. The other four documents provide more detailed guidance on key areas and advice on good practice. Further information and resources are available at:

## **7. Equalities Implications**

- 7.1 An Equalities Analysis Assessment (EAA) was completed for Mayor and Cabinet paper on the 11 February 2015. This is being updated in the paper for Mayor and Cabinet on the 15 July 2015.
- 7.2 The previous EAA suggested that:
- Across all services included in this paper and given the nature of the services being delivered, people with learning and physical disabilities as well as people with mental health issues will be negatively impacted by the specific nature of the services subject to these proposals.
  - Broadly, no ethnic group will be disproportionately affected by the proposals, though some specific services have slightly more impact than others.
  - In terms of age the majority of services are for younger adults under 65, which will mean they will be disproportionately affected by the proposals compared to other social care services.
  - There are proportionately more males in day care settings which will be affected by these proposals than women when compared to the population of day services users across Social Care.
  - There is only a limited amount of data available for carers. Across Day Services only a small percentage carers have a long term health condition or disability; though at the Naborhood 35% of family or carers have a health condition. Approximately a third of parents or carers are working and a third is over the age of 65.
- 7.3 The impact across all protected characteristics affected by these proposals will be low as the services being provided will be delivered differently rather than being removed. Additional services will be developed in conjunction with the Voluntary and Community Sector in order to provide a broader range of services than that currently available.
- 7.4 The EAA for Transport suggests that:
- Service users of the age of 65 are more likely to be affected by the proposals than younger adults attending Day Services.
  - Women will be disproportionately affected, but the numbers are broadly similar to the percentage of women receiving support from social care.
  - Though there are more white people receiving transport to Day Services the numbers are comparable to those in Social Care.

- All services users will be negatively impacted by the proposed changes to transport to Day Services, though alternative arrangements have been developed in partnership with Voluntary and Community Sector organisations which will mitigate this impact. In addition service users will be provided the opportunity to organise their own transport as part of the Personal Budget/Direct Payment, meaning that transport will still be provided for.

## **8. Environmental Implications**

- 8.1 There are no specific environmental implications arising from this report.

### **Background Documents**

Adult Social Care Efficiency Programme

<http://www.local.gov.uk/documents/10180/11779/LGA+Adult+Social+Care+Efficiency+Programme+-+the+final+report/8e042c7f-7de4-4e42-8824-f7dc88ade15d>

Putting People First  
Transforming Social Care

<http://webarchive.nationalarchives.gov.uk/+www.dh.gov.uk/en/SocialCare/Socialcarereform/Personalisation/index.htm>

The Care Act

<http://www.legislation.gov.uk/ukpga/2014/23/contents/enacted>

Caring for our future

<https://www.gov.uk/government/publications/caring-for-our-future-reforming-care-and-support>

Healthier Community Select Committee paper January 14 2015

<http://councilmeetings.lewisham.gov.uk/documents/s33202/06%20Day%20Service%20Savings%20140115.pdf>

Mayor and Cabinet paper February 11 2015

<http://councilmeetings.lewisham.gov.uk/documents/s33696/Remodelling%20Day%20Care%20Services.pdf>

For further information on this report please contact Heather Hughes, Joint Commissioning Lead Complex Care & Learning Disability on 020 8698 8133 or Joan Hutton, Head of Adult Social Care on 0208 314 8364.

## Appendix 1: Funded Day Centre Activity and costs

Centre	5 days	4 days	3 days	2 days	1 day	Total days	Total users
Ladywell long term conditions	6	2	6	9	4	78	27
Mulberry General	8	9	7	5	5	112	34
Mulberry CNS	15	0	1	2	0	82	18
Naborhood	16	1	5	2	1	105	25
Leemore General	16	6	8	6	1	141	37
Leemore ISR	6	3	2	0	0	48	11
Cinnamon Court	0	0	2	0	0	6	2
Cedar Court	0	0	0	2	1	5	3
Calabash	0	0	1	2	0	7	3

Day services activity - Under 65

Centre	5 days	4 days	3 days	2 days	1 day	Total days	Total users
Ladywell dementia	5	0	13	12	8	96	38
Ladywell Older adults	0	0	6	18	9	63	33
Mulberry General	0	0	1	0	0	3	1
Naborhood	0	1	0	0	0	1	4
Leemore General	1	0	0	0	0	5	1
Cinnamon Court	2	0	6	14	10	66	32
Cedar Court	2	0	3	22	14	92	46
Calabash	5	3	8	19	6	112	44

Day services activity - over 65

<b>Day Centre</b>	<b>Budget</b>
Ladywell Day Centre	£510,500.00
Ladywell Dementia Services	£234,900.00
Leemore Day Centre	£453,700.00
Mulberry Day Centre	£414,000.00
Naborhood Day Centre	£355,700.00
Day Opportunities Business Support	£198,800.00
Lifestyles Admin	£46,600.00
Lifestyle Intensive Support Resource	£402,000.00
Lifestyles Challenging Needs Service	£790,100.00
All Change Project	£15,100.00
Calabash Day Centre	£309,400.00
Cedar Court	£304,300.00
Cinnamon Court	£189,300.00
Mental Health COS Teams	£729,700.00
<b>Total</b>	<b>£4,954,100.00</b>
<b>Day Centre Transport</b>	<b>Budget</b>
Shared D2D routes	£1,331,700
Social Care D2D routes	£1,026,600
Evening Club	£85,000
<b>Total</b>	<b>£2,443,300</b>

Day service and transport budget breakdown



# **Changes to Lewisham Council's adult day service provision and associated transport**

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**Consultation 23 February 2015 to 18 May 2015**



## Information and questionnaire

If you are reading this on behalf of a service user and they need a more accessible version please fill in the sheet below or contact us by telephone.

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Laurence House, 1 Catford Road  
Catford  
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**If you have any difficulty understanding the information in this pack please call 020 8314 8606 and leave a message with your contact details and we will get back to you.**

## **Consultation: Changes to Lewisham Council's adult day service provision and associated transport**

Councils across the country are having to make savings because of a reduction in funding from the Government. Lewisham Council has to make savings of £85 million over the next three years. This means reducing what the Council spends by a third – or £1 in every £3. The Council has to work within the financial constraints that this puts on it. Therefore, as part of setting its budget, the Council is considering a wide range of proposals for saving money.

This consultation is about changing the way services are provided by adult social care to give people more choice in their care, and provide those services more cost effectively. Despite the fact that adult social care is required to make significant savings of £7m in the coming year with further substantial savings in the following two years the Council remains committed to prioritising its responsibilities to meet the needs of vulnerable adults. It aims to meet these needs creatively, delivering high quality services and promoting safety even within these financial constraints. Among the proposals being considered by the Council are changes to how it delivers day services to save £1.3million.

The proposals set out in this consultation paper reflect the Council's continuing commitment to deliver services which offer people the opportunity to choose the services which best meet their needs by using personal budgets and direct payments. Many people already have a personal budget and employ a personal assistant to support them to access a wide range of locally based community activities. Additionally, the Council works with 'Community Connexions' and other support planners to help people find out about what is available in or near where they live. Over the past five years the Council has worked in partnership with other organisations to provide day services for vulnerable adults. These range, from social activities such as the 'Allsorts' group delivered by Heart'n'Soul and 'Meet me at the Albany' delivered by Entelechy Arts to the supported employment services such as the 'Pretty Little Cup Cakes' shop and 'M'Eating Place' cafe managed by PLUS and Lewisham Nexus Service respectively. The Council also continues to commission building based day services for older adults from Housing 21 at Cinnamon and Cedar Courts and from Hestia at the Calabash Centre. These are just a few of the day service offers available in Lewisham.

The proposals set out in this consultation paper relate specifically to the four day centres managed by Lewisham Council – Ladywell, Mulberry, Naborhood and Leemore - and the services which take place in them. We are considering changing the way in which these services are delivered, who should deliver them, and how people might travel to them. These proposals maintain the Council's principles of delivering services which are designed to meet peoples' individual requirements while looking at how costs can be reduced. The changes may affect the services themselves and the transport associated with getting to one of those day centres. The proposals suggest the Council retains all four centres for day services use by sharing the buildings with other community and third sector providers. This means that service users can still have use of all of them whoever provides their day service.

This consultation is an opportunity for you to give your opinion about the proposals the Council is putting forward and tell us about any alternatives that you may wish the Council to consider recognising the financial constraints the council is working within. It is very important that we hear from you and we welcome any comments you would like to make on this subject. We have written to all service users who may be affected by these changes inviting them to complete this questionnaire.

We are inviting other local organisations, including voluntary and advocacy groups in Lewisham, to comment on these proposals.

### **How can I take part in the consultation**

There are several ways you can respond to this consultation:

**By email** – you can send any views or inquiries to [dayserviceconsultation@lewisham.gov.uk](mailto:dayserviceconsultation@lewisham.gov.uk)

**By post** – please fill in the enclosed questionnaire and send it back to us in the pre-paid envelope. Alternatively you can write to Joint Commissioning, 2nd Floor, Laurence House, Catford SE6 4RU

**By attending a consultation meeting** – you can attend a meeting organised at one of the day centres to hear about the proposed changes and give your views direct to Council officers.

For people who attend the Lifestyles services at Leemore, Naborhood and Mulberry; their family and carers, three meetings have been organised at the Leemore Centre, 29-39 Clarendon Rise, Lewisham, SE13 5ES. The meetings will take place on:

- Monday 30<sup>th</sup> March 2015 from 2pm to 3pm
- Tuesday 14 April 2015 from 6:30pm to 7:30pm
- Thursday 07 May 2015 from 2pm to 3pm

For people who attend the Ladywell Centre; their family and carers, three meetings have been organised at the Ladywell Centre, 148 Dressington Avenue, Ladywell, SE4 1JF on:

- Wednesday 11 March 2015 from 2pm to 3pm
- Tuesday 28 April 2015 from 2pm to 3pm
- Wednesday 06 May 2015 6:30-7:30pm

**Online** – [www.lewisham.gov.uk/consultation](http://www.lewisham.gov.uk/consultation) and search for the adult day service provision consultation.

As part of the consultation the Council is also arranging for people affected by the changes to visit alternative services and meet other service providers who may be able to support them. In addition to specific service visits, the Council has arranged a 'Provider Fair' where a range of day service providers will be available to talk to you about what you want and how they might help you. This will take place on:

24 March 2015 from 3pm to 7pm in the Council Chambers, the Civic Suite, Catford Road.

Social workers and support planners will also be working individually with service users and their families during the consultation period to talk about the individual implications of these proposals, any specific issues and preferences that may need to be considered, and to be an additional source of information and advice.

## **What if I need more information on the consultation?**

Please call **0208 314 8606** and leave a message or email us at:  
[dayserviceconsultation@lewisham.gov.uk](mailto:dayserviceconsultation@lewisham.gov.uk)

## **When does the consultation end?**

The consultation ends on **18 May 2015** so please send us your views in time to reach us by then.

## **After the consultation**

Once the consultation closes we will consider the responses received and a summary of the responses will be included in a report to the Mayor and Cabinet meeting in June 2015. That report may also recommend changes to the original proposals based on the findings of this consultation.

The report will ask for approval for the proposed changes to day services. People who are affected by the proposals will be supported with any changes to their service. We expect to have made any changes agreed by Mayor and Cabinet by October 2015.

Please note that the questionnaires are anonymous so we will not be able to identify you by your response.

## **Part 1 – Background**

### **Current day services and transport**

We have already improved our local day services by encouraging people to use personalised budgets and direct payments. This has meant that an increasing number of people are using this money to choose their own activities and create their own daily routines.

We have also helped voluntary and community sector partners to provide alternative services and activities which run within the community. These partners have developed more local opportunities in anticipation of legislative changes, specifically those found in the Care Act. Because of this work, there is less demand for services directly managed by the Council, and many of our day centre buildings are under occupied.

It has also become clear that the door2door transport service cannot adequately support the delivery of personalised support, to places and at times that suit the lifestyles of people who use our services as it is restricted to the core hours of 9am–5pm, Monday to Friday.

The Council's recent approach to transport has focused on helping people be more independent. Using grant funding, we have increased volunteer driver schemes and expanded our community transport service. We are also taking into consideration how people have other means of transport available to them - for example, through their mobility allowance, taxi cards and bus passes. We have also focused more on teaching adults with a learning disability how to use public transport.

### **Reasons for changing the day services**

The Council is currently the major provider of day services in the borough. This no longer needs to be the case because there are now enough local services and service providers to meet the needs of people who are eligible for day services. However there are a small number of people with complex care needs for whom the Council considers it should continue to provide services directly.

The fact that there is less demand for the directly-managed Council service has implications both for the buildings currently used and for transport. We could reduce the number of buildings we use. However, we are proposing that rather than close the centres, we make better use of them by sharing them with other organisations.

The use of door2door, our in-house transport provider, is shrinking. This is both because there are fewer people going to day centres for people with learning disabilities, and because people are increasingly going to other day services where we have had to look for alternative transport. All of this means that the door2door service can no longer deliver the flexibility and availability of transport for those adults who are assessed as eligible for Council funded transport in a cost-efficient way.

## **Part 2 – The proposals**

We would like to hear your views on proposals to change how we deliver our adult day services and the transport related to them. The full paper that was presented to Mayor and Cabinet on 11 February 2015 can be found at [www.lewisham.gov.uk/dayservicepaper](http://www.lewisham.gov.uk/dayservicepaper).

We have looked at a number of options, including making no changes to the way the service is delivered currently, stopping new referrals to our services while existing service users continue to attend the centres, centralising all services into a single location, and outsourcing the service entirely.

The advantages of all of these options are:

- the continuity of care
- the perceived stability of having services provided by the Council
- they will achieve some of the potential savings.

The disadvantages are that we would:

- risk introducing inequality by dividing the service
- risk increasing safety concerns
- stifle market development which we have a duty to promote
- continue to see a downward spiral of usage and an increase in costs, and will not achieve the full savings required in the current financial climate.

The preferred option aims to strengthen the number and range of providers who deliver services locally while the Council limits its direct provision to areas where the local market is not sufficiently developed. It looks to keep the four existing centres open, with one centre being specifically for people with disabilities, while the other three are used more flexibly by offering space to other third sector providers. It also aims to deliver flexible transport to places, and at times, that better support people's needs.

The proposed changes are outlined below:

### **Proposed change 1:**

The Council proposes to reduce the service it directly manages to people in day centres. Only services for people with complex needs in the Intensive Support Service (ISR), the Challenging Needs Services (CNS) and the Dementia service would continue to be provided by the Council. The sheltered employment services at the centres would continue (GROW, Tuck Stop and the Naborhood café and shop).

### **Proposed change 2:**

The Council proposes that the majority of adults with a learning disability and adults with physical disability or long term conditions will be allocated a personal budget or direct payment and helped by the Council to plan how they want their care and support to be provided in the future, including help to find a new provider(s). The council will help people to pool their budgets with their friends and buy services together. These services could continue to be delivered from the existing centres by other providers, or people can use their budget to buy services elsewhere.

### **Proposed change 3:**

The Council proposes to move the intensive resource service (ISR) to the Ladywell Centre. A brighter building on a single level, the Ladywell Centre would be better able to support people who use wheelchairs and who need specific and complex personal care facilities.

**Proposed change 4:**

The Council proposes that older adults who use the service at the Ladywell day centre (excluding the specialist Dementia service) will be supported to move to other existing providers of older adult day services at other centres in the borough. Currently Housing 21 runs services for older adults at Cinnamon Court and Cedar Court while Hestia runs a service at the Calabash Centre.

**Proposed change 5:**

The Council proposes to commission a drop-in service for some people who currently use the day centres who need only minimal supervision and support. The intention is to commission this service at Ladywell.

**Proposed change 6:**

The Council proposes to change how transport is provided for people who meet eligibility for Council funded transport. The Council will continue to offer directly managed transport to older adults and also to people with a learning disability who have complex needs (i.e. ISR and CNS). Other people with a learning disability and people with physical disability who are assessed as being eligible for Council funded transport will be supported to identify other ways of having their need for transport met through offering a direct payment or personal budget to meet that need.

**Proposed change 7:**

The Council proposes that the Ladywell day centre will be nominated as the base centre for people with complex needs as it is on a single floor and lends itself best to use by people who use wheelchairs and have complex physical care needs. The Mulberry, Leemore and Naborhood centres which are located close to a range of community facilities and transport will become community hubs - buildings shared with charitable and voluntary community providers. To ensure that the buildings remain available for use by people with a learning disability, specific space would be allocated in each of them for day service use so that even where the providers of the service may change, people can continue to have their service delivered in a centre of their choice.

To ensure the safety and security of vulnerable adults in the community hubs protocols will be developed which clearly define the roles and responsibilities of each provider for the management of the building and/ or providing services. These protocols will be based on those already developed at the Albany Theatre, Adult Education facilities and the Calabash Centre and which work well.

**Why these changes?**

We believe that the proposal set out above:

- allows us to maintain the direct management of services for our most complex clients
- retains a wide range of locations for the delivery of services (four buildings rather than one) and supports people whose services are provided by a different organisation to have a choice of location.
- Makes best use of council buildings and supports a more vibrant and inclusive environment though opening them up to voluntary and community sector organisations
- Delivers a more personalised service through the increased in personal budgets and direct payments with support from the Council to plan and secure individualised activities and services
- promote an increase in the number and range of local providers, resulting in more flexibility and choice for individuals and groups of service users

- would achieve the required level of savings through the delivery of high quality, responsive and personalised services.

The disadvantages are;

- Some people may prefer services totally run by the Council;
- That some people may think that direct payments are difficult to manage;
- Some service users may have to use services from different locations
- Some people may have concerns about sharing buildings with adults who are not day service users while others may have concerns about Ladywell being too segregated
- Some people will have concerns about friendship groups being maintained.

### Part 3 – Consultation questions

This section asks you how you feel about the seven proposed changes we are considering. You can tell us how you feel about each change by placing a tick in the box next to the statement that best reflects your views.

As well as the seven proposed changes, there are open questions which ask you for your suggestions for alternative ways to make savings.

Are you:

(please tick all that apply)

- a service user
- a friend or family member of a service user
- a carer of a service user
- a voluntary organisation or advocate group.
- a Lewisham resident
- Other (please specify) \_\_\_\_\_

If we do not make changes day services are there any other changes the Council can make to meet our saving requirements?

Please write your response below.

.....

#### Proposed change 1

The Council focuses on directly providing services and support to complex service users and will continue to support sheltered employment.

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

#### Proposed change 2

Service users with non-complex needs will be given a personal budget or direct payment to plan their own care and support



- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

**Proposed change 3**

Move the intensive resource service (ISR) to the Ladywell Centre.

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

**Proposed change 4**

Older adults will be offered services at Cinnamon Court, Cedar Court and the Calabash Centre.

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

**Proposed change 5**

The Council will commission a drop-in service for people who need only a minimal level of supervision and support.

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

**Proposed change 6**

People assessed as needing transport will be offered a direct payment to organise their own transport.

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

**Proposed change 7**

Ladywell will be specifically for people with complex needs while the Mulberry, Leemore and Naborhood centres will become community hubs.

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

**Are there any other ways we could change day services to contribute to our savings requirement?**

.....

**Will any of these changes affect you or your family?**

Yes No

If so please tell us how in the space below.

**If these proposals are approved, what could we do to make sure that the implementation of these proposals is managed as well, and as supportively, as possible?**

.....

**Are there any other comments on the content of this consultation paper, not covered above, that you would like to make?**

.....

## About you

We would like to ask a few questions about you so that we can evaluate the responses to this survey in greater detail. We want to do this so we can better understand what residents say to us, and so we can use that understanding when we make decisions.

However, you do not need to answer any of these questions. Any information that you do provide will remain strictly confidential in accordance with the Data Protection Act.

### Gender

Male Female Rather not say Other (please state).....

### Age

Please select your age group

Under 18 18–24 25–29 30–34 35–39 40–44  
45–49 50–54 55–59 60–64 65–74 75+  
Rather not say

### Ethnicity

What is your ethnic group?

#### White

Irish/British

English/Welsh/Scottish/Northern

Irish

Gypsy or Irish Traveller

Any other White background (please

specify)

.....

---

**Mixed/multiple ethnic groups**  White and Black Caribbean  
and Asian  White and Black African  White  
background  Any other mixed/multiple ethnic  
specify)..... (please

---

**Asian/ Asian British**  Indian  Pakistani  
specify)  Bangladeshi  Chinese  
 Any other Asian background (please

.....

---

**Black/African/Caribbean/Black British**  Caribbean  African  
background  Any other Black/African/Caribbean  
specify)..... (please

---

**Other Ethnic Group**  Arab  
specify)  Any other ethnic group (please

.....

Rather not say

---

**Disability**

Under the Equality Act 2010, a person is considered to have a disability if they have a physical or mental impairment which has a sustained and long-term adverse effect on their ability to carry out normal day-to-day activities. People with HIV, cancer and multiple sclerosis (MS) are also included.

Yes  No  Rather not say

**Please state the type of impairment that applies to you.**

People may experience more than one type of impairment, in which case you may indicate more than one. If none of the categories apply, please mark 'Other' and specify the type of impairment.

- Physical impairment, such as difficulty using your arms or mobility issues which mean using a wheelchair or crutches
- Sensory impairment, such as being blind/having a serious visual impairment or being deaf/having a serious hearing impairment

- Mental health condition, such as depression or schizophrenia
- Learning disability/difficulty, such as Down's syndrome or dyslexia or cognitive impairment, such as autistic spectrum disorder
- Long-standing illness or health condition such as cancer, HIV, diabetes, chronic heart disease or epilepsy
- Other (please specify).....

**Sexual orientation**

How would you define your sexual orientation?

- Straight/heterosexual       Gay/lesbian       Bisexual
- Other (please specify).....       Rather not say

**Religion/belief**

What is your religious belief?

- None       Christian (all denominations)
- Buddhist       Hindu
- Jewish       Muslim
- Sikh       Any other religion/belief (please specify).....
- Rather not say

Please put your finished questionnaire in the pre-paid envelope and post it to us in time for it to arrive by **18 May 2015**.

Thank you for giving us your views. The results of this public consultation are expected June 2015 and will be available on our website or by emailing a request to **[dayserviceconsultation@lewisham.gov.uk](mailto:dayserviceconsultation@lewisham.gov.uk)**

A copy of the picture symbol version of the consultation is available on request.

## Appendix 3: Consultation correspondence chronology and summary

### Consultation Chronology

	Date	Type of meeting	Description	Approximate attending (all)	Carers attending (approx.)
Informal Consultation Period	14/01/2015	Event	Healthier Communities Select Committee	N/A	N/A
	14/01/2015	Briefing	Staff	N/A	N/A
	21/01/2015	Meeting	Pensioner Forum	N/A	N/A
	21/01/2015	Briefing	Staff	N/A	N/A
	21/01/2015	Meeting	Service users	N/A	N/A
	22/01/2015	Briefing	Staff	N/A	N/A
	28/01/2015	Meeting	Service User Forum	N/A	N/A
	28/01/2015	Meeting	Carers - Daytime	N/A	N/A
	28/01/2015	Meeting	Carers - Evening	N/A	N/A
	30/01/2015	Meeting	Dementia service users & carers	N/A	N/A
	04/02/2015	Meeting	Dementia service users & carers	N/A	N/A
	04/02/2015	Meeting	Unicup -Mencap briefing		50+
	11/02/2015	Event	Mayor and Cabinet Meeting	N/A	N/A
Formal Consultation Period	11/03/2015	Meeting	Public consultation meeting	35	10
	24/03/2015	Event	Provider Fair	35	35
	30/03/2015	Meeting	Public consultation meeting	3	3
	07/04/2015	Meeting	Service user consultation meeting	50	10
	08/04/2015	Meeting	Service user consultation meeting	35	5
	09/04/2015	Meeting	Service user consultation meeting	43	10
	14/04/2015	Meeting	Public consultation meeting	14	Unknown
	28/04/2015	Meeting	Public consultation meeting	46	Unknown
	05/05/2015	Meeting	Service user consultation meeting	30	
	06/05/2015	Meeting	Service user consultation meeting	33	5
	06/05/2015	Meeting	Service user consultation meeting	4	3
	07/05/2015	Meeting	Public consultation meeting	16	1
07/05/2015	Meeting	Public consultation meeting	9	9	
	02/06/2015	Event	Drop-in coproduction	6	9
	09/07/2015	Event	Provider Fair		

### Correspondence summary

Date	Contact Type	Outline
02/03/2015	Email	<p>Service user A's sister emailed a complaint that the consultation questionnaire had been sent to her brother who does not have the capacity to understand it, yet she had yet to receive anything and did not feel able to help him complete the questions. She also raised concerns at the radical changes to day centres and the loss of staff who have supported her and her brother without whom she did not feel able continue looking after her brother.</p> <p>She was also concerned that service user meetings were held without informing carers and she would not know what was discussed with them.</p> <p>The Council's response was to thank her for her email and inform the her that a consultation paper and questionnaire had been sent to all carers to complete. The dates of the service user meetings were in that letter together with invites to meetings organised for carers.</p>
03/03/2015	Telephone	<p>The daughter of Ladywell Dementia service user C telephoned about her mother's ability to complete the consultation form. She stated that transport was very important and she was grateful for the support and her mother receives at Ladywell.</p> <p>The Council responded by thanking the lady for her call, suggesting support she could access in order to help her complete the form; and noting her comments.</p>
05/03/2015	Letter	<p>Letter to the Mayor's Office from the sister of service user A about her concerns regarding the proposed changes to day centres and the lack of communication from the Council to carers about the consultation.</p>
19/03/2015	Email	<p>Leemore Service User A's sister asked for the financial figures and details for option 3 in the consultation paper, as well as a breakdown of the transport costs for the day centres and evening clubs.</p> <p>The Council responded that Option 3 was not considered due to previous feedback from service user and the risks associated with merging services into a single centre. The figures for transport were already outlined in the paper which went to the Mayor and Cabinet meeting in February which was publically available.</p>
23/03/2015	Telephone x3	<p>Telephone calls from Naborhood service user E's mother, Leemore service user F's sister, Ladywell service user G's sister and two unknown carers asking for clarification on the Provider Fair which took place on 24 March 2015. The carers complained that there wasn't enough time to attend the fair as they hadn't realised the date of it was in the consultation paper sent previously. It was agreed to send out information from the first fair to them and look into the possibility of organising another.</p>
08/04/2015	Letter	<p>Letter received during the service users meetings with questions from the service users. These were responded to at the end of the meeting.</p>
09/04/2015	Letter	<p>Service user B wrote of his concern that changes to Day Services would have a negative impact on his friends and family, including the transport to the evening clubs.</p> <p>The Council responded by saying it would work with the service users and his friends to find suitable alternatives they might like to participate in together.</p>
17/04/2015	Letter	<p>Letter from Lewisham Speaking Up regarding engagement they undertook about the proposed changes with Day Centre service users and their feedback. There was a mix of service users who liked the Day Centres, the support they got their and the friends they made, but others found it</p>

		<p>too limiting and wanted more choice.</p> <p>Overall LSU supported making day centres part of the wider community, suggesting good support will be required throughout the changes.</p> <p>Given the options available LSU agreed that Option 5 in the proposals offered the most sensible way of changing the service, though asked the Council to consider alternative to changing services supporting vulnerable people.</p> <p>LSU were also happy to be involved in the design of the drop in as an important means of ensuring some people retain support.</p> <p>The proposed changes to transport were of concern to LSU as a number of people rely on the service to get to activities with friendship groups. They suggest that more support be given to people in this area in order to help them find alternatives.</p>
20/04/2015	Letter	Letter from Lewisham Speaking Up containing feedback and ideas for the drop-in service coproduced with the Members of their Parliament and people using day services.
29/04/2015	Letter	Letter from the Trustees of Lewisham Speaking Up outlining their response to the proposals contained in the consultation. While they supported the proposals offered people more choice and opportunity, they were concerned about the impact stopping the evening club transport would have on people.
30/04/2015	Email	<p>Response from Leemore service user A's sister repeating her request for more information on Option 3 in the consultation paper and a more detailed breakdown of the transport.</p> <p>The reply was that we would not respond to individual request at this time but would include the information in a letter to all people involved at the end of the consultation.</p>
06/05/2015	Letter	Letter received during the service users meetings with questions from the service users. These were responded to at the end of the meeting.
12/05/2015	Email	<p>Email from Bromley and Lewisham MIND responding to the proposed changes to Day Services and agreed that the local market was well placed to help deliver services. They agreed that the proposals offered people greater choice and personal control over their care and support.</p> <p>They also felt that there was well developed market able to support people with more complex needs contrary to the suggestion in the consultation paper and recommendations to Mayor and Cabinet. As such they supported the forth proposal in the Mayor and Cabinet paper, to consider outsourcing Day Services entirely.</p>
15/05/2015	Email	The GSTT Health Team wrote to support the move of the ISR service to Ladywell, as well as offering to provide guidance and support regarding the design of the building and the needs of the individuals.
15/05/2015	Email	Email from service user A asking for a response to her email of the 30/04/15. The Council responded by thanking her for her patience while a answer to her questions was being drafted.
15/05/2015	Telephone	Telephone call to the Assessment Team from a carer regarding Direct Payments for her husband.

17/05/2015	Email	An email from Sydenham Arts Society offering to work with local voluntary groups, enterprises and the Council on the long-term use of the Sydenham Centre to benefit the wider community as well as existing service users.
18/05/2015	Email	An email from the mother of Leemore service user D outlining her concerns that rather than cut services wastage in government spending should be targeted. She also praised the service and staff and Leemore for the support they have given her daughter; and was worried that these changes would split up her friends. Her other concern was that by making Leemore open to the public the needs of other members of the community were more important than those of the service users.
18/05/2015	Email	Leemore service user A's sister raised concerns that she had not received a date for the assessment of her brother; and that he had not, as far as she was aware, been to visits any alternative services. She feels that not being informed of the visits and the service user specific meetings brought the Council's motives into question.
18/05/2015	Telephone	Telephone call to the Assessment Team from a carer stating concerns over using Direct Payments.
22/06/2015	Letter	Letter from a parent and carers group expressing their support for the current day service and staff. They also raised concerns with all of the proposals in the consultation: that the transport will not be safe, that the ISR move will isolate service users; that the Ladywell centre is too inaccessible for the drop-in; and that people will be more vulnerable under these proposals.



## **Appendix 4: Consultation analysis**

Appendix 1 contains the response to the consultation in graphs. There are two graphs for each proposed change outline in the consultation, the first illustrates the responses made to the standard questionnaire which was sent to services users with the intellectual capacity to understand it; and all the families and carers of service users. The second graph represents the responses to the picture symbol questionnaire which was sent to service users who would have difficulty understanding the standard questionnaire.

Overall the response indicates that service users, their carers and families disagree with the proposals offered by the Council for the remodelling of day services. Looking specifically at the analysis of the responses, there are some areas which would suggest that there is some support for the direction the Council is taking, and that some of the responses are highlight specific concerns with aspects of the proposals.

Although the majority of people disagreed with the proposal that the Council only retain direct management of services for people with complex needs in ISR, CNS and Dementia, this proposal showed the highest support from all the respondents for all of the proposals. Nearly half of the respondents to the standard questionnaire and 20% of those who responded to the picture symbol questionnaire were in favour of this proposal. Despite this support the second part of the proposal, that people in the Lifestyles service are given a Direct Payment or Personal Budget and helped to manage their own care, attracted significantly less support. Nearly 80% of respondents across both questionnaires were not in favour of this option.

This suggests that there is a concern amongst service users and carers about the process of Direct Payments and Personal Budgets, which is supported in the comments accompanying the questionnaires and feedback from meetings held during the consultation. A number of people related negative experiences of Direct Payments and Personal Budgets; and it is difficult to determine how much of the negative response to this proposal is as a direct consequence of this belief about Direct Payments and how much is because of the proposal itself.

There was also some support amongst carers and families for the proposal that the ISR move from its current location in Leemore, and relocate to Ladywell. A much lower number of services users, 11% as opposed to 23%, agreed with this proposal. The associated comments would suggest that service users are more concerned with the perceived isolated location of Ladywell and a general desire to keep their current service provision. While the Council recognises that people with a learning disability can be significantly effected by changes in their life and that moving this provision would represent such a change, it also understands that Ladywell offers an opportunity to develop the current ISR and manage the service more effectively from a single location.

While most people disagreed with the proposal to move older people to other providers on the day services framework, the overall number of people who

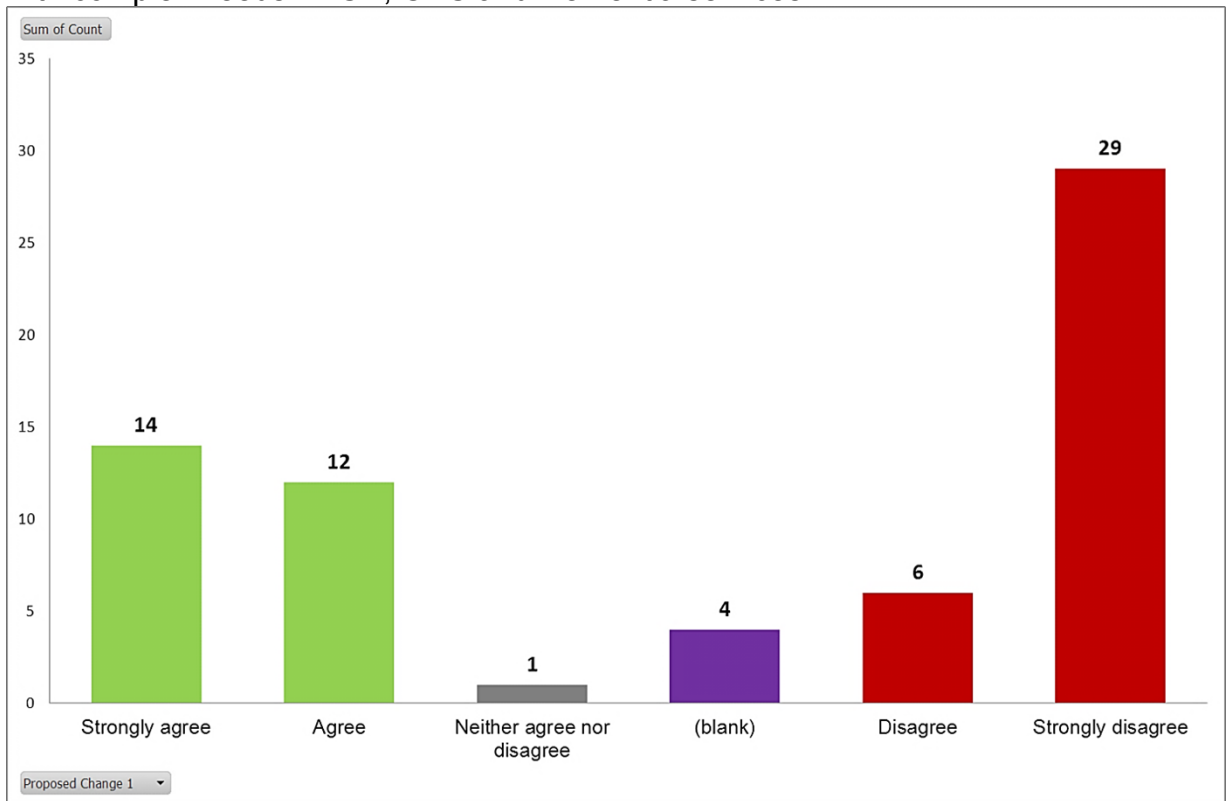
disagreed were lower than the other proposals. This might be as a consequence of the smaller number of service users who were effected by this proposal in comparison to the number of people with learning disabilities. Similarly this proposal had the highest number of people who neither agreed or disagreed; or left the response blank. Of interest is the fact that a number of people who responded to the picture symbol questionnaire did not agree with this proposal, yet they would not have been effected by its outcome. This would suggest a trend where people who responded to the questionnaire might tend to disagree with all of the proposals irrespective of their actual, personal effect.

There was some approval amongst service users for the development of a drop-in by the Council to help people who would otherwise not have any support. This had the highest rate of support from service users, with 22% agreeing with the proposal and the lowest rate of disagreement. Conversely this view was not shared by carers and families, of whom only 15% supported this proposal and 68% were against it. Comments would suggest that carers and families were unclear about the purpose of the drop-in and were concerned that it would be unsuitable for the people they cared for. During the pre-consultation briefing some carers and family members suggested that the drop-in would be developed as means to remove people from day care, instead of it being commissioned to provide help for people who may not meet the eligibility criteria for support from Adult Social Care.

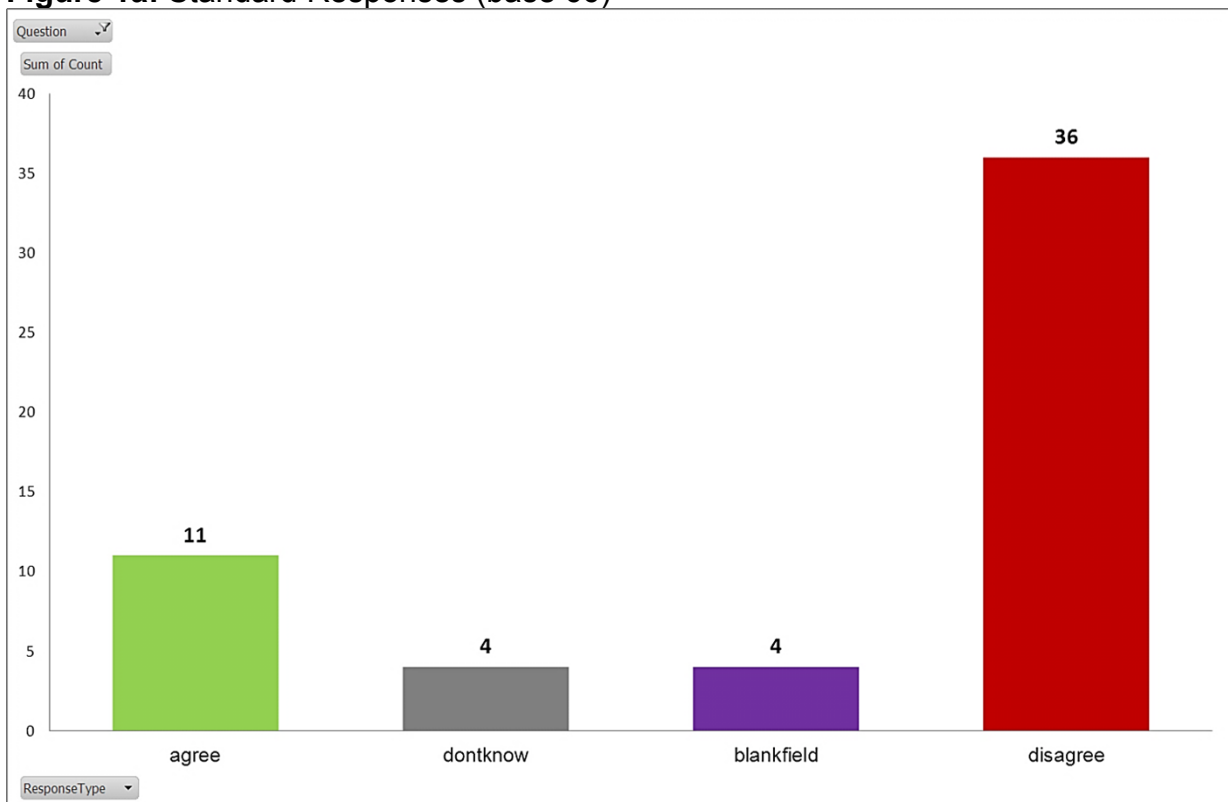
The most negative response was for the proposal to only provide Door2Door transport for people with complex needs, while people in the Lifestyles services would be supported with a Direct Payment. 82% of respondents to the standard questionnaire and 65% of the picture symbol version were apposed to the proposal, but there are slightly more service users who agree with the proposal than those of carers and families. This might suggest that it is the carers and families of service users who will be more effected by this than the service users themselves.

The final proposal to share the centres with other members of the community were disagreed on by both people who responded to the picture symbol and standard questionnaire. Most of the comments highlight the concerns people have with the vision for the centres, with a specific focus on how the Council will ensure the safety and wellbeing of the vulnerable service users. There was also a concern that people with learning disabilities would end up being marginalised in the centres as the focus would be on providing support for the wider community.

**Proposal 1:** Lewisham Council will only directly manage services for people with complex needs in ISR, CNS and Dementia services

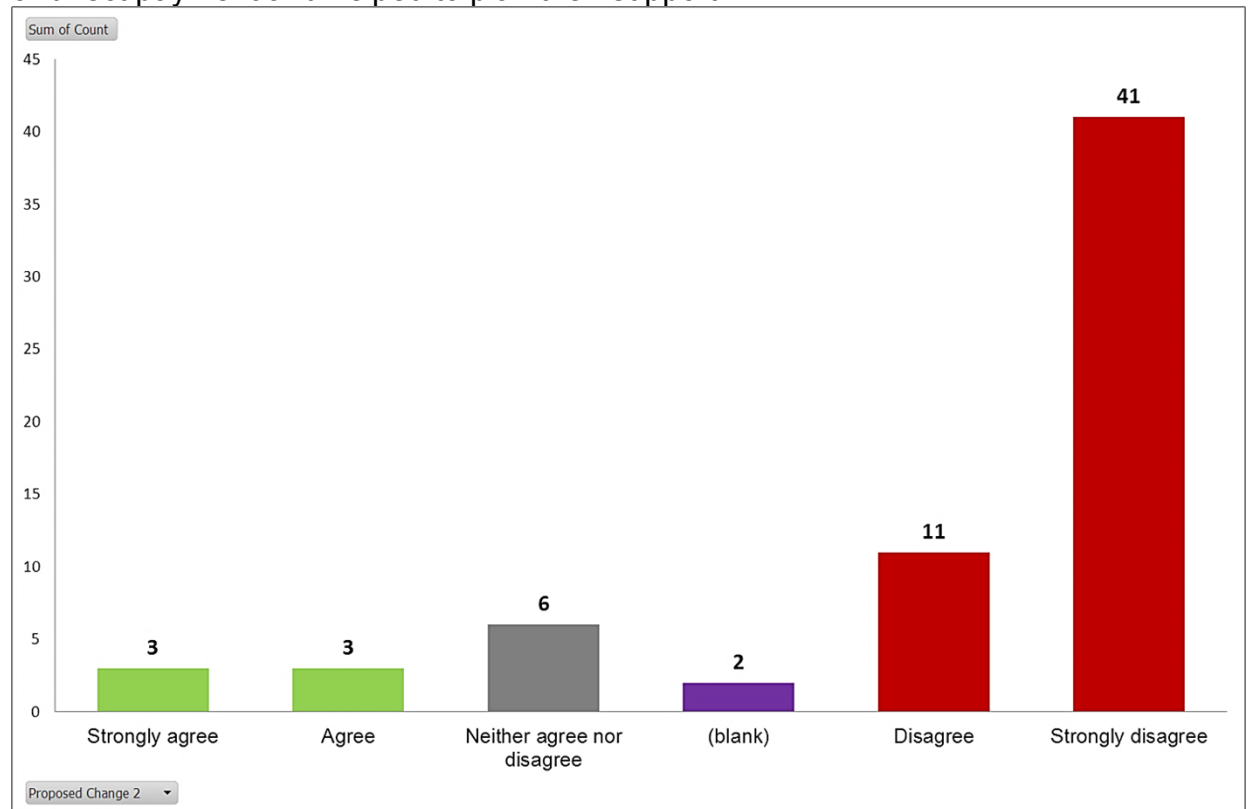


**Figure 1a:** Standard Responses (base 66)

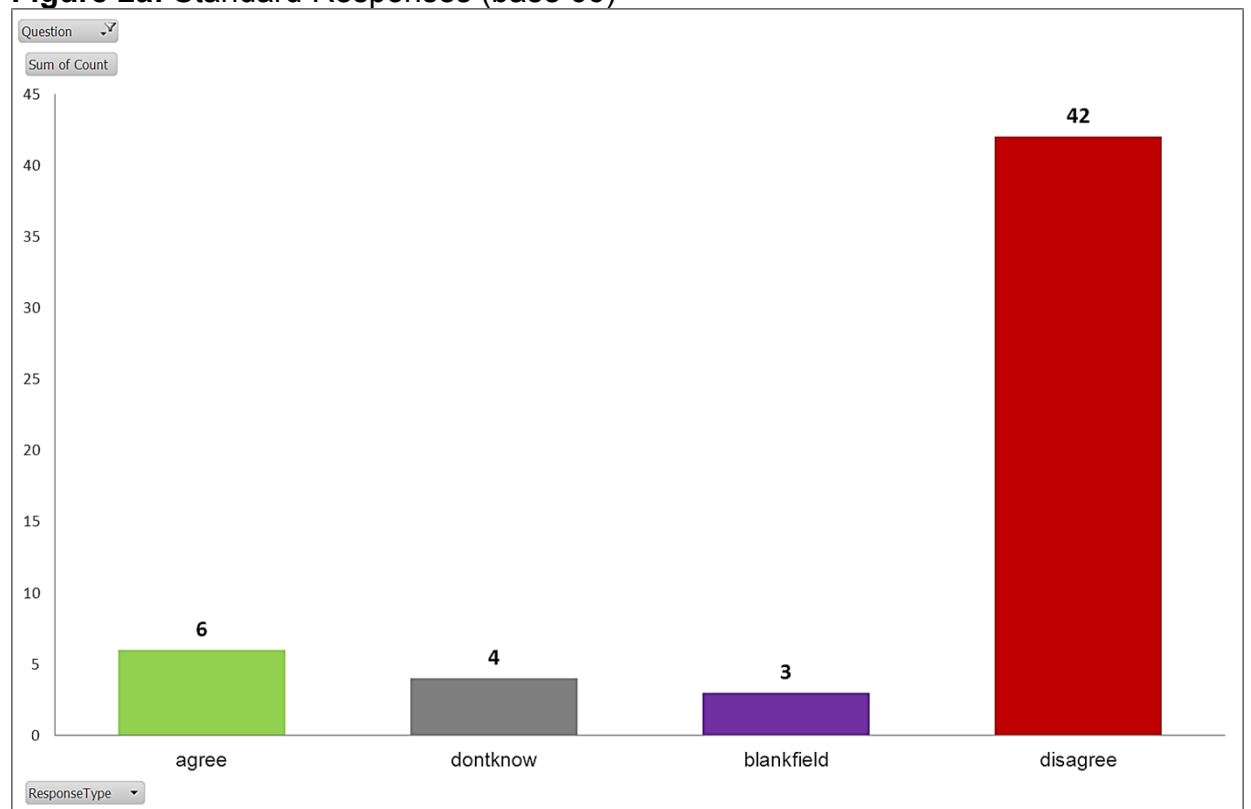


**Figure 1b:** Easy Read (base 55)

**Proposal 2:** The majority of adults with a learning disability and adults with physical disability or long term conditions will be allocated a personal budget or direct payment and helped to plan their support



**Figure 2a: Standard Responses (base 66)**



**Figure 2b: Easy Read (base 55)**

### Proposal 3: The ISR group would move to the Ladywell site

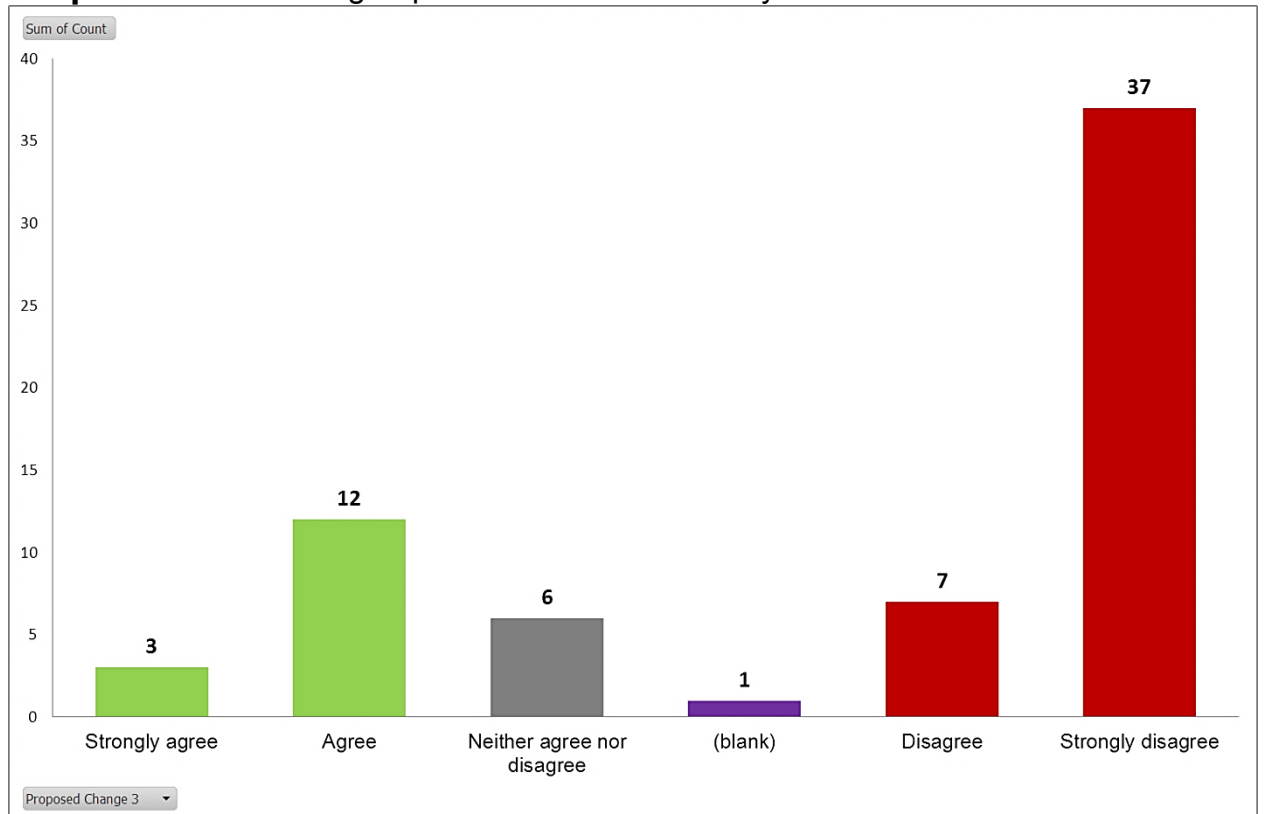


Figure 3a: Standard Responses (base 66)

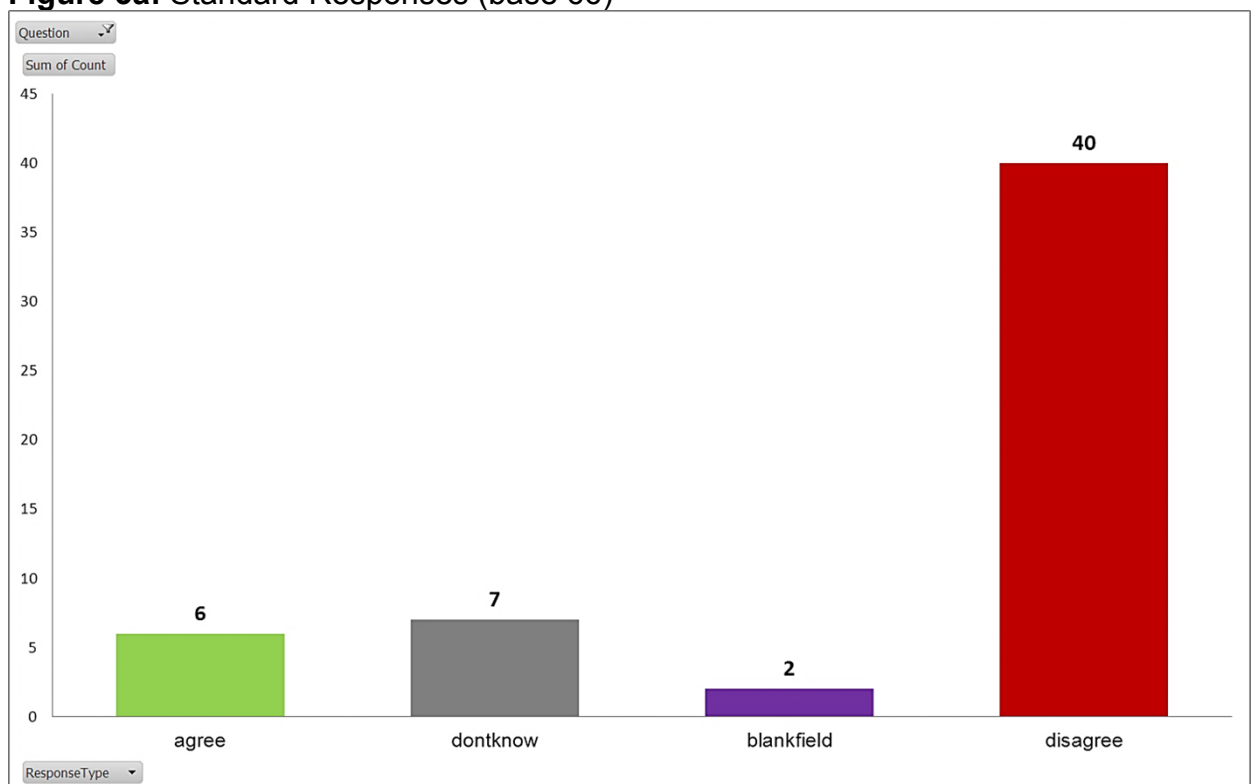
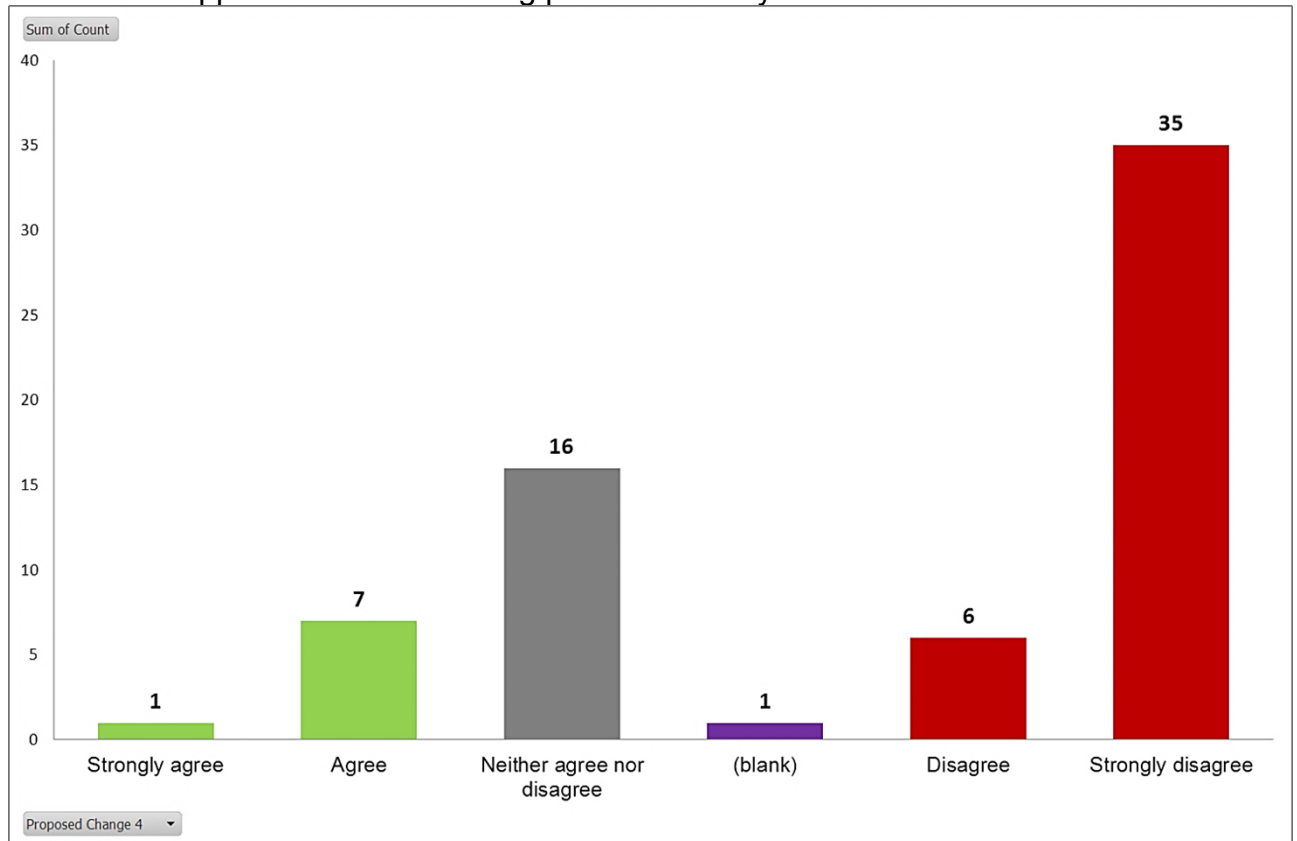
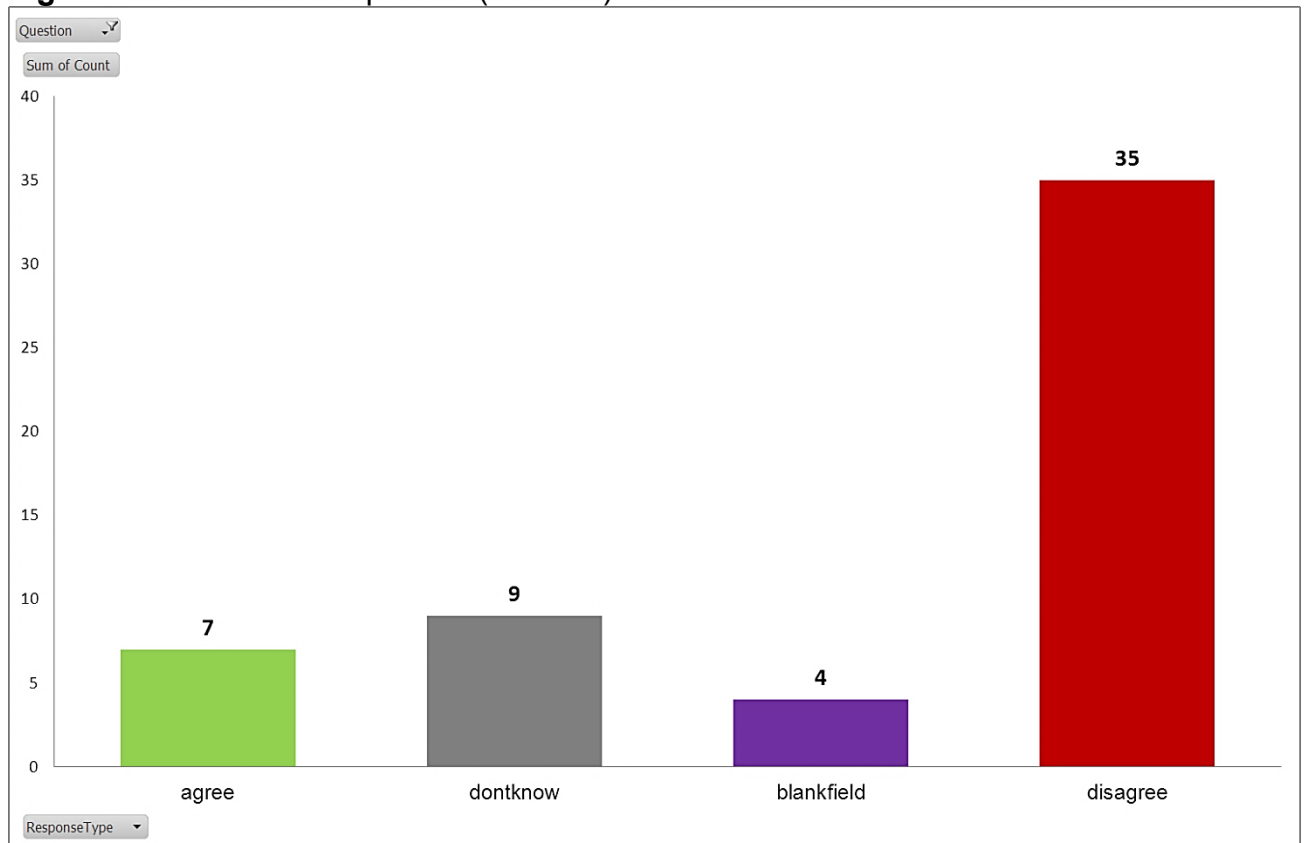


Figure 3b: Easy Read (base 55)

**Proposal 4:** Older people will move from the Ladywell site and be offered alternative support with other existing providers of day services

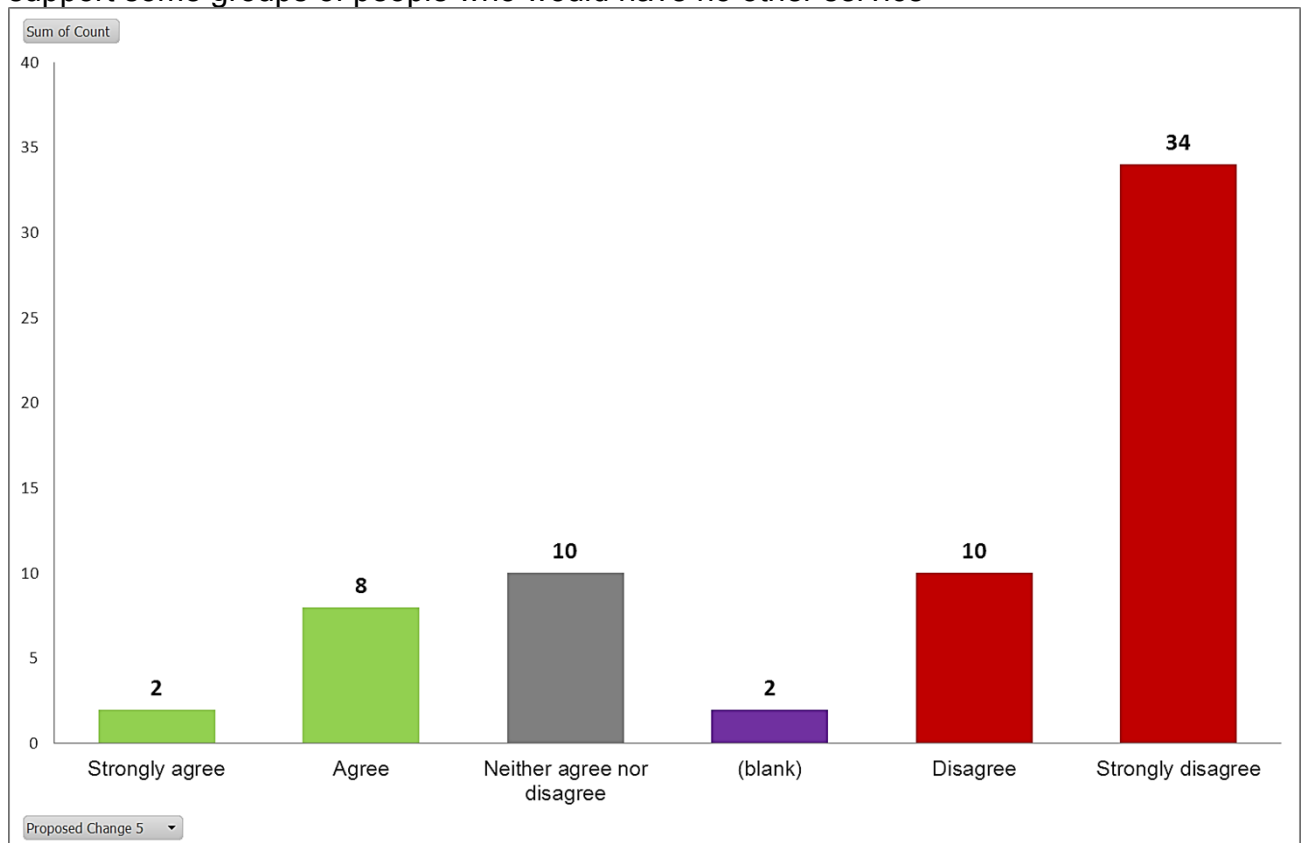


**Figure 4a:** Standard Responses (base 66)

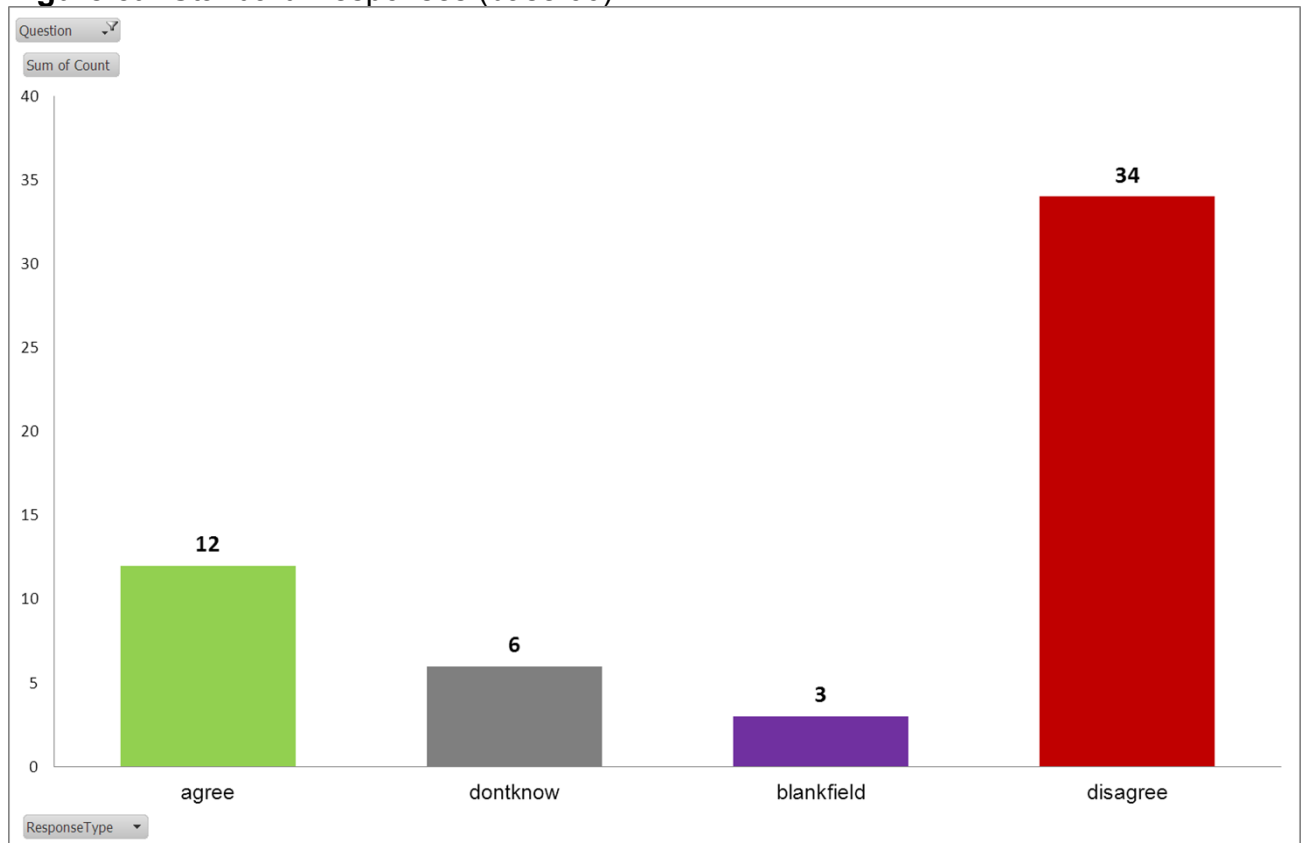


**Figure 4b:** Easy Read (base 55)

**Proposal 5:** The Council will develop a drop-in service at Ladywell to support some groups of people who would have no other service

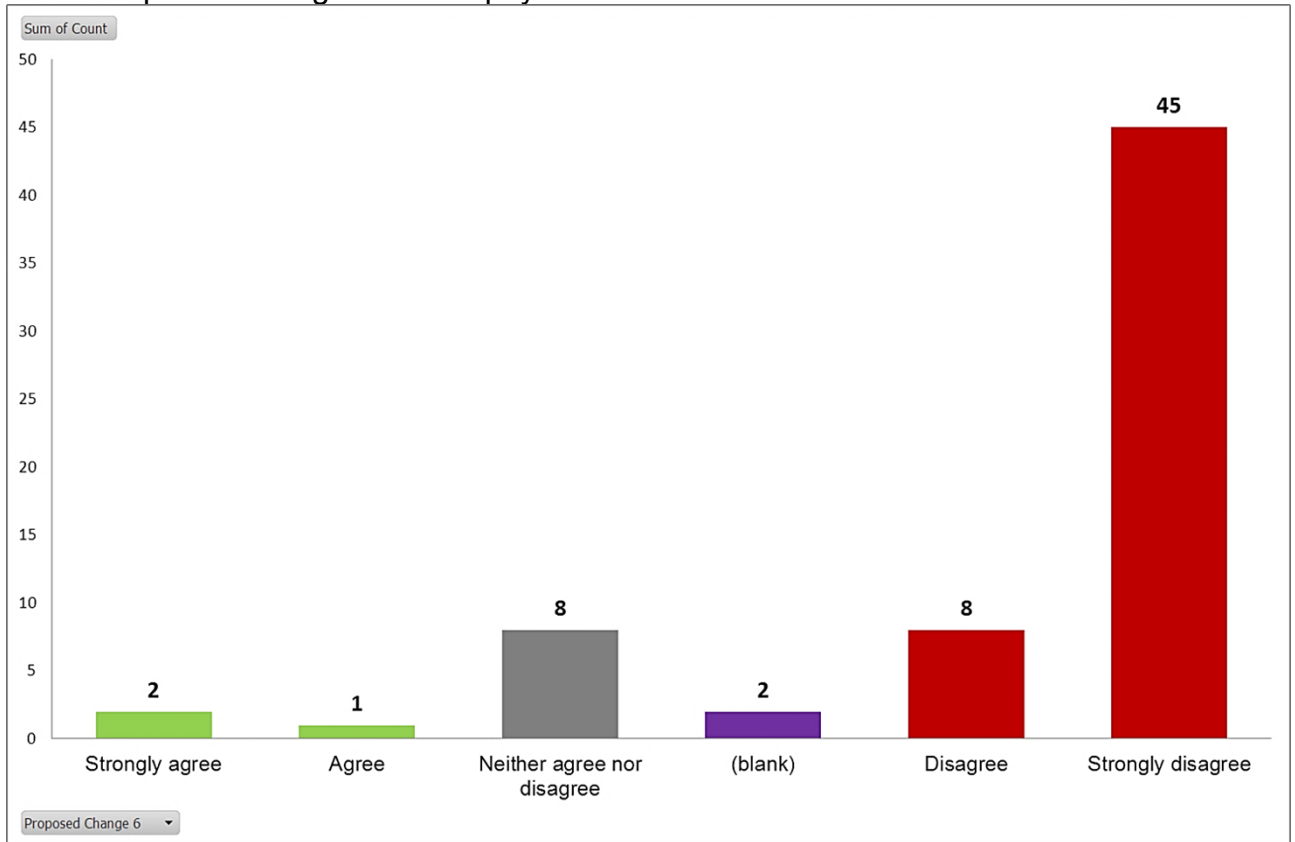


**Figure 5a:** Standard Responses (base 66)

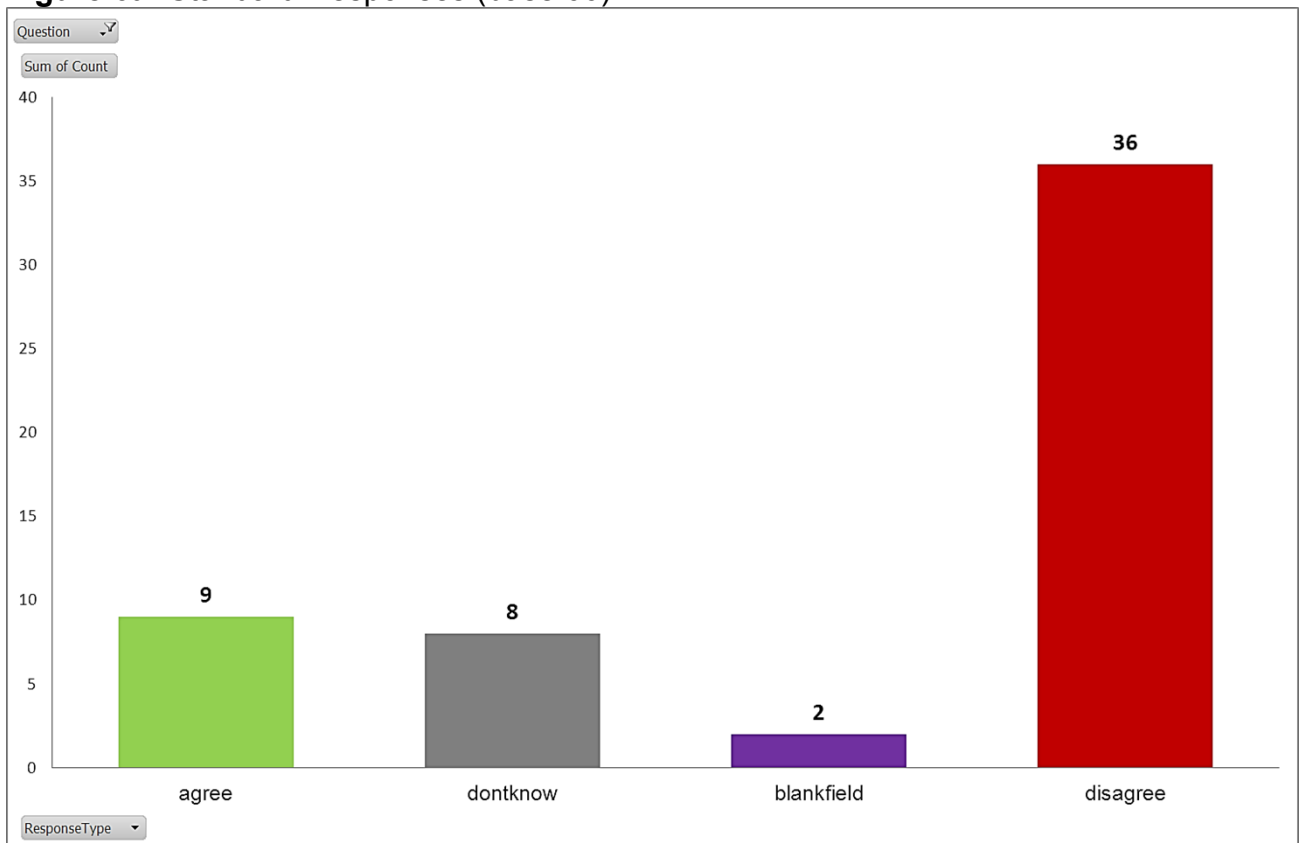


**Figure 5b:** Easy Read (base 55)

**Proposal 6:** People The Council will continue to provide Door2Door for people at ISR, CNS and Dementia. Other people who are eligible for support with transport can be given direct payments.



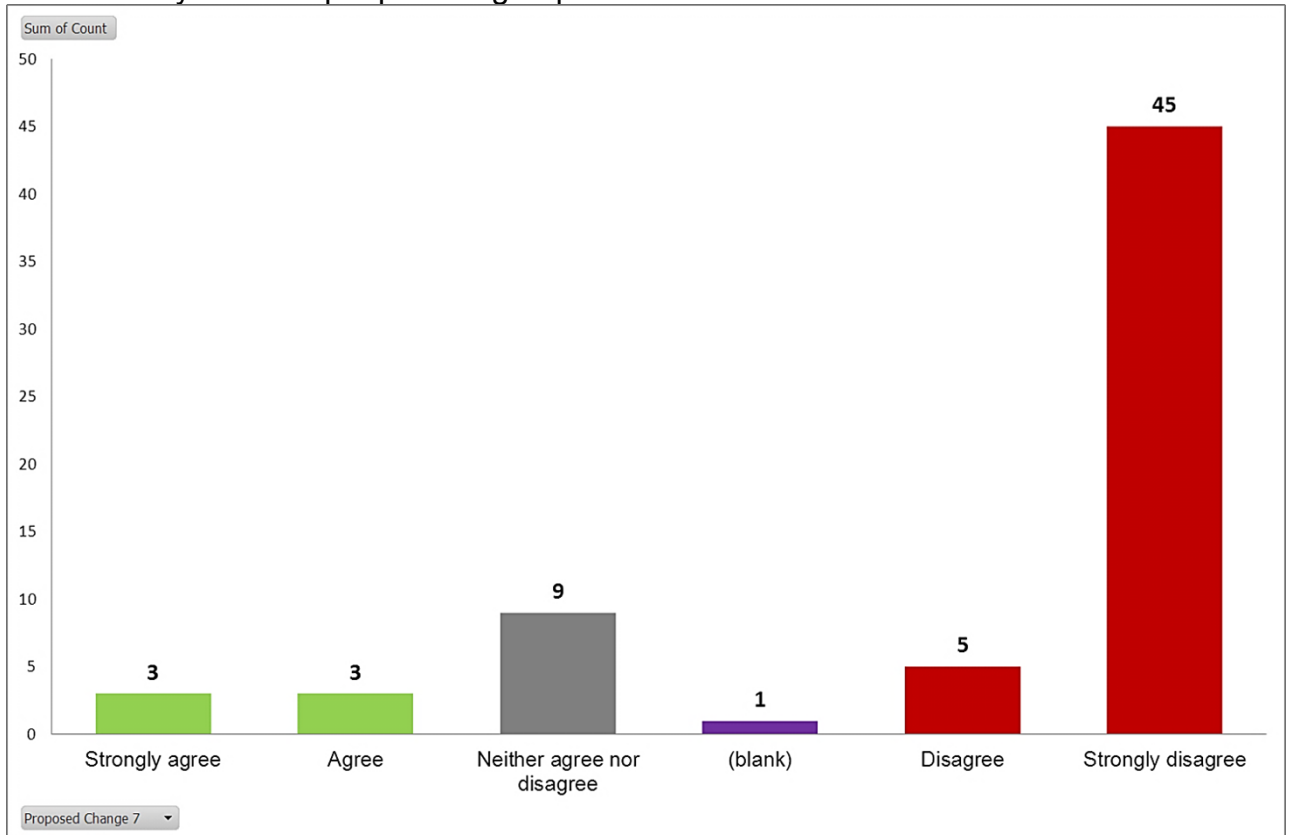
**Figure 6a:** Standard Responses (base 66)



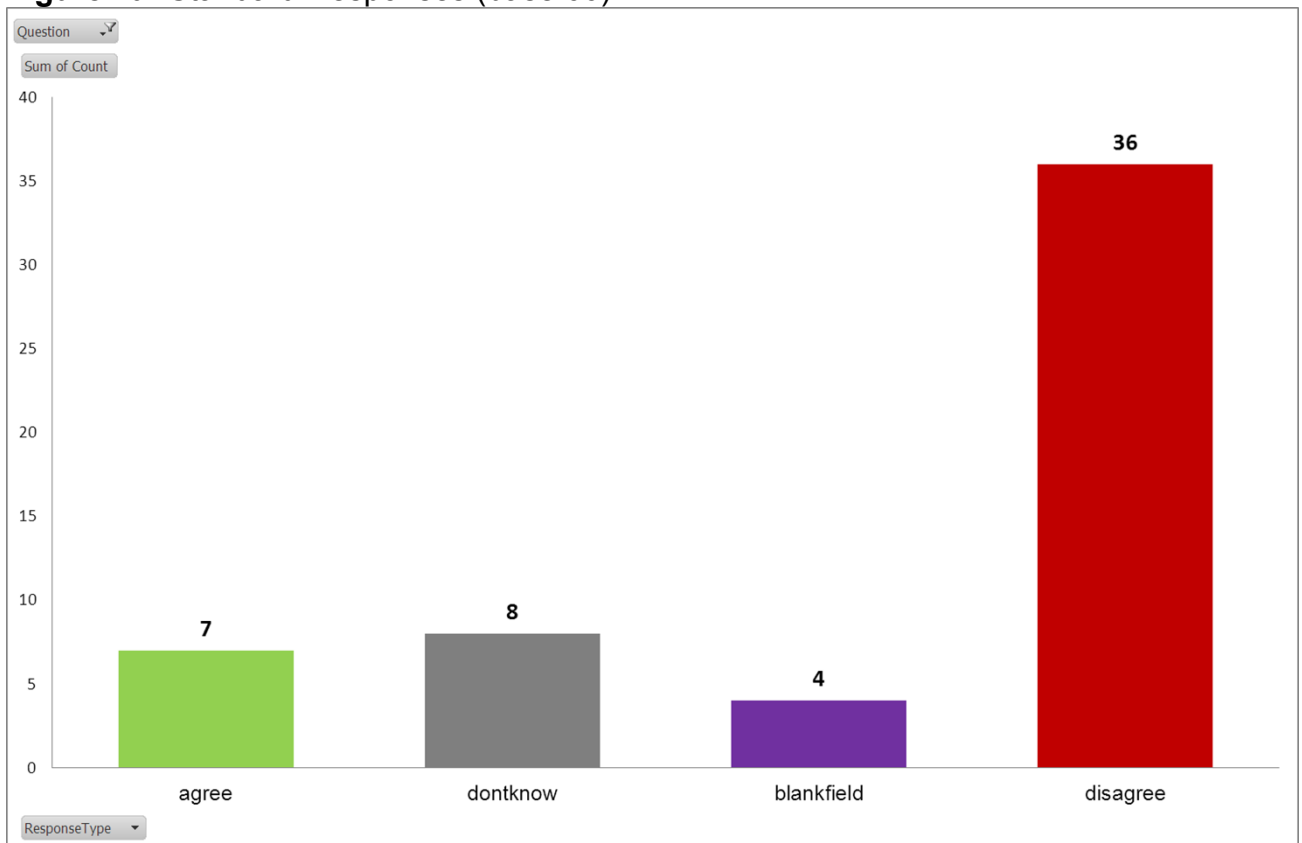
**Figure 6b:** Easy Read (base 55)



**Proposal 7:** Ladywell will be the designated centre for people with complex needs. Mulberry, Leemore and Naborhood will become “community hubs” and be shared by different people and groups.



**Figure 7a: Standard Responses (base 66)**



**Figure 7b: Easy Read (base 55)**