1. **Background**

1.1 Cabinet decided on 10\textsuperscript{th} November 2015 to:

A) To increase the Council’s capacity to provide re-ablement and intermediate care services by:

i) The retention of Osborne Grove as a nursing and residential provision and developing re-ablement and intermediate care provision on site. This provision to be managed by an NHS provider through a statutory partnership arrangement.

ii) The closure of the Haven Day Centre and changing the use of the premises to a community re-ablement centre delivered by an alternative provider.

iii) The transfer of the Council in-house Re-ablement Service to an external provider.

B) To expand the Council’s capacity to ensure Supported Living Accommodation and Shared Lives schemes by:

i) The closure of Linden Road Residential Care Home; and

ii) The delivery of the Council’s in-house Shared Lives Service through an alternative provider and following a procurement process.

C) To increase the flexibility and availability of day services within the borough by:

i) The closure of the Roundways, Birkbeck Road and Always Day Centres for adults with a learning disability;
ii) The provision of a new and expanded day opportunities for adults with learning disabilities (including those with complex needs and autism) from Ermine Road Day Centre and through an alternative provider;

iii) The closure of The Grange Day Centre; and

iv) The provision of a new model of day opportunities for older people and those with dementia from The Haynes Day Centre through an alternative provider.

2. Internal Governance

2.1 **Project groups** have been formed to consider, plan and implement the changes agreed by Cabinet in a controlled and safe way. Project groups are responsible for the operation organisation and delivery of the project objectives and take on the day to day functions of mapping and delivering the project. Project groups are attended by a variety of specialist staff from Adult Social Care, Commissioning, Public Health, Housing and other key services throughout the council specific, to the area being considered by the project team.

2.2 A **Transformation Group** was developed following the agreement of the Medium Term Financial Plan to provide scrutiny and challenge the delivery of the Transformation proposals/plans and provide ongoing monitoring of quality and performance. The Transformation Group is Chaired by the Director of Adult Social Services and includes representatives from Adult Social Care, Commissioning, Public Health, Legal Services, Finance, Human Resources and Clinical Commissioning Group (CCG).

2.3 The **Strategic Healthy Lives Priority Board** (commonly referred to as the ‘Priority 2 Board’ has oversight of the strategic and operational delivery of the transformation programme. Attendees of this Board include the Cabinet Member for Health and Well Being, Cabinet Member for Children and Families, Cabinet Member for Communities; the Deputy Chief Executive and other senior representatives from the CCG, Operations and Community Safety, Adult Social Services, Public Health, Finance and Commissioning. This board pays particular attention to the concerns raised by consultees during the consultation process, the implementation of mitigations agreed to address those concerns and the alignment of the transformation plans to the Corporate Plan for the council.

2.4 There are other internal/partnership Boards/Groups/Committees that formally and informally feed into and oversee areas of the Transformation Programme, this includes, the **Health and Wellbeing Board (HWB)** and the **Health and Care Integration Board (HACI)**. Additionally, the Council scrutinise the
transformation programme through the **Overview and Scrutiny Committee** and the **Adults and Health Scrutiny Panel**. Reports, updates and other communication is coordinated internally as necessary to ensure communication into and out of these other governing bodies as necessary.

### 3. Communication

#### 3.1 Following the Cabinet decision in November 2015, the Cabinet Member for Health and Well Being wrote to the service users and/or their families/carers of the affected day centres and residential homes to inform them of the Cabinet decision regarding their service and thank them for their input into the consultation.

#### 3.2 All staff from Adult Social Care have been briefed regarding the Cabinet decision. The transformation programme is discussed at team meetings and is also communicated to staff via other communication channels including an internal webpage to allow all staff to keep up with the developments.

#### 3.3 During the consultation, we publicised the [Priority2enquiries@haringey.gov.uk](mailto:Priority2enquiries@haringey.gov.uk) email address for submissions of consultation responses. The email address remains active for all queries regarding the transformation, however where appropriate queries have been referred to the Feedback and Information Team to be treated as a Freedom of Information request under the Freedom of Information Act 2001. Information relating to specific areas of the transformation programme and affecting specific groups of people are coordinated via the project groups.

### 4. Day centres

#### 4.1 The closures of the relevant services are subject to safeguards to mitigate the concerns expressed in the responses to the consultation. There will be: a) an implementation plan that includes engagement with all stakeholders including service users and carers; b) the re-assessment or review of the care and support needs of service users with a view to identifying suitable alternative provision to meet assessed needs; c) the assignment of a Personal Budget Support Co-ordinator to support service users to access other day opportunities and d) a transition plan that is sensitive to the needs of service users, aims to mitigate the impact of the closure, ensure the process of change is safely handled and the care and support needs of the service user continues to be met.

#### 4.2 Planning for the transformation of day opportunities is ongoing, in the interim all services continue to operate as previously. We have ceased new admissions into the day services during this planning period.
4.3 The planning and coordination of activities to ensure seamless processes and safe transitioning is paramount, accordingly we are continuing to develop detailed implementation plans for each affected service area. We are spending much time in planning to ensure we provide the necessary support for each individual and take advantage of all opportunities for better outcomes for service users, residents and other stakeholders.

4.4 We primarily advised that we would commence the reassessments/reviews of the service users as follows:

<table>
<thead>
<tr>
<th>Day Centre</th>
<th>Commence reassessments/reviews</th>
</tr>
</thead>
<tbody>
<tr>
<td>Haven</td>
<td>December</td>
</tr>
<tr>
<td>Grange</td>
<td>December/January</td>
</tr>
<tr>
<td>Haynes</td>
<td>January</td>
</tr>
<tr>
<td>Always</td>
<td>January</td>
</tr>
<tr>
<td>Roundways</td>
<td>January</td>
</tr>
<tr>
<td>Birkbeck</td>
<td>January</td>
</tr>
</tbody>
</table>

4.5 However more detailed planning, including identifying the number of adults who require/need the support of an independent advocate has led to extended timelines to undertake/complete the reassessments/reviews. It is important to us that we respond and plan to the changing needs of our service users and as such this delay has been necessary. It is likely that the reassessments/reviews will now be undertaken as follows:

<table>
<thead>
<tr>
<th>Day Centre</th>
<th>Commence reassessments/reviews</th>
</tr>
</thead>
<tbody>
<tr>
<td>Haven</td>
<td>March 2016</td>
</tr>
<tr>
<td>Grange</td>
<td>To be confirmed</td>
</tr>
<tr>
<td>Haynes</td>
<td>To be confirmed</td>
</tr>
<tr>
<td>Always</td>
<td>To be confirmed</td>
</tr>
<tr>
<td>Roundways</td>
<td>February 2016</td>
</tr>
<tr>
<td>Birkbeck</td>
<td>To be confirmed</td>
</tr>
</tbody>
</table>

4.6 Alongside the coordination of the independent advocacy support for the reassessments/reviews, Project Groups are also planning the next steps to allow the day centres to transition to a new model of day opportunities. Core principles to be adopted for the delivery of the future service models for day opportunities for people with learning disabilities, older people and people with dementia, were developed from the co-design engagement during summer 2015. Following a procurement process, FutureGov has been commissioned to build on this co-design work, they will work with our key stakeholders, including service users and carers to co-produce the day opportunities facilitated through Ermine Road and the Haynes centres. The results produced by FutureGov will also inform the service specification for the transfer of the model at Ermine Road and the Haynes to an alternative
provider. FutureGov are currently in discussions with members of the Transformation Group to identify the key stakeholders, agree the format for the engagement and note the work already undertaken through the co-design process. It is anticipated that FutureGov will commence contacting stakeholders to undertake this piece of work from March 2016.

4.7 It is envisioned that both the current Haynes Day Centre and Ermine Road Day Centre will operate as a day service but also as a centralised hub providing support to a wider number of people to access day opportunities within the borough.

Haynes Day Centre

4.8 The Haynes Day centre currently provides services for approximately 40 older people with a diagnosis of dementia. Engagement is ongoing with other providers and schemes within the borough to explore new ways of working, creating additional opportunities to access day opportunities at convenient and accessible locations around the borough. The Project Group are continuing to identify ways to develop the market to provide additional choices, greater accessibility and increased opportunity for adults living with dementia. The optimum number of adults to access services directly within the hub has not been determined. It is anticipated that the hub will identify and coordinate day opportunities for an increasing number of people to access day opportunities around the borough in accordance with their assessed needs, which service users will be able to access using their personal budget.

Ermine Road Hub

4.9 The Ermine Road Day Centre currently provides services to approximately 70 adults with complex learning disabilities. Current timetables show that clients access opportunities in the community for a substantial percentage of their day; this includes cycling and other leisure activities. It is anticipated that the new model for the provision of day opportunities for adults with Learning Disabilities can support all existing service users through the use of the hub. The hub will act as the coordinator for access to activities for adults requiring day opportunities. Following the reassessments/reviews and identification of needs, the individuals will be given a personal budget and be supported to identify and access day opportunities to meet their needs. A substantial number of adults who access the day centres, reside in residential homes and supported living accommodation, the commissioners from the relevant project group have commenced discussions with these providers to ensure they are able to support the individuals – through the Ermine Road hub or other means as relevant to the individuals’ care plan. To date, discussions with the providers have been positive, with providers demonstrating they are familiar with ensuring that the assessed needs of clients are met and they could work with the hub to ensure continuity of friendship groups, access to familiar activities and other positive outcomes as identified.
4.10 Access to the Ermine Road will be extended to support a wider range of needs. The adults currently accessing day services have varying levels of needs, to allow the building based services available at Ermine Road to be accessible to all adults with a learning disability we will be undertaking adaptations to the facilities. An assessment of the preliminary adaptations required to make the facility safe and suitable for the increased range of needs has already been undertaken by the Provider Manager who has first hand knowledge of the location, as well as the service users across all of the Learning Disability Day Centres. We will be working with Property Services to develop detailed plans and ensure the adaptations can be undertaken in a timely way, with minimal disruption to existing services.

5. Closures

5.1 We have ceased taking new admissions into the day services and Linden Road Residential Home during this planning period.

5.2 In addition to the needs of the clients, we are considering the impact of the transformation on staff. We continue to keep staff abreast of developments through team meetings, briefing sessions, emails and other such channels of communication. There is a proposed reduction in staff employed directly by the council to provide the adult social care. It imperative to us that we retain the right skills and experience to support the transition to the new model of service delivery. We will be following council policy and procedures regarding any restructures and/or redundancies and staff will be supported throughout the process. See Paragraph 7 for information regarding Transfer of Undertakings Protection of Employment regulations (TUPE).

5.3 We have commenced formal staff consultation with the staff of the Haven Day Centre. We continue to engage with the staff group and their unison representatives to ensure that we are doing all that we can to support them.

5.4 Due to the number of interdependencies and the rigour to ensure all of the necessary safeguards are in place, we cannot confirm a date for any of the closures. However, in considering some of the key steps required in the implementation process, based on current plans/timescales it is anticipated that:

a) The number of service users who need/require an independent advocate will be confirmed by the end of February 2016 (across all day centres and Linden Road Residential home). Individuals with an assessed need for an advocate will be provided with this service without the need for additional confirmation from the individual that they require this support. Letters have been sent to service users/their carers where appropriate, to confirm their
choice to have an independent advocate available for the reassessment/review as required.

b) The number of Carers needing an independent advocate in accordance with the Care Act will be confirmed in March 2016.

c) Independent advocates for the reassessments/reviews of service users and carers will be commissioned in March 2016.

d) The reassessments/reviews for the Haven day centre service users will be resumed next month (2 reviews were completed in December 2015), with the support of independent advocates.

e) The transition for the Haven Day Centre service users will be completed first and accordingly this centre will be closed first.

f) The co-design of the Haynes centre and Hub will commence in March 2016 with the support of FutureGov. It is likely that this process will take approximately 3 months.

g) The plan for completing the reassessments/reviews of the service users of the Haynes and Grange Day Centres will be finalised in March 2016.

h) A multidisciplinary team from the Learning Disability Service will complete the reassessments/reviews and develop the additional plans to support a safe transition to the new model of day opportunities for the affected service users from the day centres and Linden Road residential home. Additional staff will be employed for the Learning Disability Service to assist with the ongoing requirements of the team during this period where there are additional demands on the team to complete the reassessments/reviews of the service users (approximately 145 adults) of the day centres.

i) Detailed plans of the adaptations to be made to Ermine Road and time frame for its completion will be finalised in March 2016.

j) The co-design of the Ermine Road centre and Hub will commence in March 2016 with the support of FutureGov. It is likely that this process will take approximately 3 months.

6. Transfer of services

6.1 Plans to the transfer services to an alternative provider remains in the early stages. In addition to the information above regarding the new model of
service delivery at Ermine Road Day Centre and Haynes Day Centre please note the following:

**Internal reablement team**

6.2 The Reablement Service are currently implementing an improvement plan following a review of the service. This will result in expanding the remit for referrals into the service, for the first time allowing referrals from the community as well as from hospitals. This is building on a wider intermediate care pathway being developed in conjunction with the CCG, Public Health, Acute Trusts, the Voluntary and Community Sector and Community Health. We are continuing to evaluate the opportunities available to provide high quality services, that offer value for money and the increase in capacity that will allow us to provide reablement services to a much greater volume of people.

**Osborne Grove Nursing Home**

6.3 Nursing and residential provision at Osborne Grove Nursing Home remains unchanged following the decision to retain the nursing home and develop reablement and intermediate care provision on the site. Project Groups are currently assessing the needs of the borough, to recommend the level of nursing, intermediate care and reablement facilities to be available at the facility. The provision will be managed by an NHS provider through a statutory partnership arrangement. Discussions with the NHS to provide a service that responds to the needs of the borough are ongoing.

**Shared Lives**

6.4 We have commissioned Community Catalysts and Social Finance to work with us to shape the model needed and seek an alternative provider to deliver increased opportunities for shared lives placements within the borough. The results produced by Community Catalyst will inform the service specification for the transfer of the service to an alternative provider. Following a procurement process involving Shared Lives service users and family carers, we expect to have found a new provider for the scheme in late 2016.

7. **Employees transferred to an alternative provider**

7.1 In addition to the needs of the clients, we are considering the impact of the transformation on staff. It is proposed to reduce the number of staff directly employed by the council to provide adult social care. Where we identify that Transfer of Undertakings Protection of Employment regulations (TUPE) apply,
staff will be TUPE’d to the new employer with their terms and conditions for example: annual leave, pay and continuous service. Before any changes to an individual’s employment, we will consult with them and their Trade Union Representatives.

8. Further Updates

Additional updates will be provided as plans develop further and will be made available:

- To the Adults Partnership Board
- To the Learning Disability Partnership Board
- To the Carers Forum
- To the Older People’s Forum
- On the Haringey website