

## Appendix D – Transformation of Day Opportunities

### Full Equality Impact Assessment (EqIA)

In order to carry out this assessment, it is important that you have completed the EqIA E-learning Module and read the Corporate Guidelines on EqIAs. Please refer to these to assist you in completing this form and assessment.

What are the proposals being assessed? ( <b>Note:</b> ‘proposal’ includes a new policy, policy review, service review, function, strategy, project, procedure, restructure)	Harrow Adult Day Service review consultation for older people, adults with learning disabilities, physical disabilities and sensory impairment.  Introduction of a proposed new model for adult day opportunities in Harrow.												
<b>Which Directorate / Service has responsibility for this?</b>	Community, Health and Well-Being Directorate												
<b>Name and job title of lead officer</b>	Bridget Bergin, Service Manager, Commissioning and Partnerships												
<b>Name &amp; contact details of the other persons involved in the EqIA:</b>	Members of the Day Services Transformation Consultation Group  <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Deven Pillay</td> <td style="width: 50%;">Harrow Mencap</td> </tr> <tr> <td>Sanjay Karia</td> <td>GMB</td> </tr> <tr> <td>Angela Dias</td> <td>HAD</td> </tr> <tr> <td>Avani Modasia</td> <td>Harrow Age UK</td> </tr> <tr> <td>Darren Butterfield</td> <td>UNISON</td> </tr> <tr> <td>Gary Martin</td> <td>UNISON</td> </tr> </table> Harrow Council Officers:  Bridget Bergin Allison Brice Poonam Jain Barbara Korszniak Andeep Lota Peter Singh Una Taylor	Deven Pillay	Harrow Mencap	Sanjay Karia	GMB	Angela Dias	HAD	Avani Modasia	Harrow Age UK	Darren Butterfield	UNISON	Gary Martin	UNISON
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Darren Butterfield	UNISON												
Gary Martin	UNISON												
<b>Date of assessment:</b>	June 2013												
<b>Stage 1: Overview</b>													
<b>1. What are the aims, objectives, and desired outcomes of your proposals?</b>  (Explain proposals e.g. reduction / removal of	The overarching aim of the service review consultation is to introduce a modernised model of day opportunities which will promote choice, flexibility, independence and use of personal budgets, as well as achieving efficiencies through rationalisation of use of buildings and other resources.												

<p>service, deletion of posts, changing criteria etc)</p>	<p>The drivers for the need to change existing Harrow Council Adult Day Service provision are:</p> <p>Demographic changes in Harrow's population e.g. a greater number of older people and increased number of younger people which severe and multiple needs that are transitioning between children's and adult services</p> <p>The central Government policy on personalisation which says we have to provide as much choice and control as possible</p> <p>Some of our day centres are not being fully used</p> <p>Some people with disabilities would like more services to support them getting to work/finding a job</p> <p>We need to provide a range of day activities to meet people's needs and help them to stay as independent as possible</p> <p>There is the need to make the best use of the money available, Harrow currently spends more than other London Boroughs on Day Care. Harrow Council needs to save 30% of its total budget between 2013 -2015 and there has been an identified MTFS savings of 11.45% from the day services budget by April 2015, which equates to £600,000</p> <p>More specifically, the consultation focused on the proposed model below</p> <ul style="list-style-type: none"> <li>● Increase the use of personal budgets <ul style="list-style-type: none"> <li>– Make sure that we have a range of day opportunities with new and current providers, voluntary organisations and local community groups</li> <li>– Ensure services are available for people with lower level needs in the community</li> <li>– People with complex needs should receive care in buildings specially designed for them</li> </ul> </li> <li>● Using our buildings in different ways <ul style="list-style-type: none"> <li>– We need to use day centres fully <ul style="list-style-type: none"> <li>• People with high level needs should not have to travel out of borough to receive day care services</li> <li>• Potential to mix different user groups in each centre</li> <li>• Some buildings may need to close- everyone will be supported to receive the services they need</li> </ul> </li> </ul> </li> <li>● We also asked respondents their views about: <ul style="list-style-type: none"> <li>– People with high level needs receiving their day care in buildings designed for them</li> <li>– People with low level needs being able to receive a range of services/activities in the community</li> <li>– Fully using our buildings-this may mean that some buildings may close</li> </ul> </li> </ul> <p>The consultation took place between 11 February 2013 and 7 May 2013.</p>
<p><b>2. What factors / forces could prevent you from achieving these aims, objectives and outcomes?</b></p>	<ul style="list-style-type: none"> <li>● Identified negative impact on individuals/groups which cannot be mitigated</li> <li>● Findings of EqIA – will identify if there are any gaps or differential impacts</li> </ul>

	<ul style="list-style-type: none"> <li>Stakeholders do not understand what is being consulted on and are therefore unable to shape recommendations for future service provision</li> <li>Lack of support from key stakeholders</li> <li>Fear and/or resistance to change by all stakeholders</li> <li>Lack of appropriate solutions that deliver both the financial efficiencies and the improved outcomes for service users</li> </ul>
<p><b>3. Who are the customers? Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.</b></p>	<ul style="list-style-type: none"> <li>Service users of the in-house day services,</li> <li>Users of external services as they may have more choice through development of more day opportunities</li> <li>People who are likely to need day opportunities in the future, e.g. young people with disabilities in transition, and a range of older people who may be assessed as having a need for a Day Service</li> <li>Carers</li> <li>Wider community, including friends, family members, and community resources</li> <li>Providers may be expected to provide differently, and may also have new business opportunities.</li> <li>Voluntary sector: they may be current or potential providers, and also play a key role in advising, signposting and supporting users who are affected by the changes</li> <li>Staff will need to implement and manage the changes, and may face new staffing structures and working environments</li> </ul>
<p><b>4. Is the responsibility shared with another department, authority or organisation? If so:</b></p> <ul style="list-style-type: none"> <li>Who are the partners?</li> <li>Who has the overall responsibility?</li> </ul>	<p>Overall responsibility: Adult Services</p> <p>Harrow Council will work in partnership with the voluntary sector and existing day service providers to develop new day opportunities and to provide signposting, advice and support for accessing day opportunities. It will also work with Health to develop integrated services.</p>
<p><b>4a. How are/will they be involved in this assessment?</b></p>	<ul style="list-style-type: none"> <li>Voluntary sector organisations (Harrow Mencap, Age UK Harrow, HAD, Harrow Carers, and MAB) have been part of the review consultation group. All known advocacy groups were invited to relevant consultation meetings, provided a copy of the questionnaire and invited to submit any comments.</li> <li>A forum was held of all current and potential providers, including the voluntary sector, to seek their views on how day opportunities in the borough could be shaped.</li> <li>Further engagement with the voluntary sector and providers, if Cabinet makes a decision for changes, to develop new day care opportunities as well as systems for signposting, supporting and advising users.</li> <li>Health representatives were invited to the Day Services Transformation Consultation Group. Discussions with Health took place and there was a submission from the Clinical Commissioning Group</li> <li>The Council wants to avoid staff redundancies, the implications of any decisions made by Cabinet around the reconfiguration of day services and staff numbers will be considered in detail within the implementation process. Formal consultation with staff and Unions will take place in accordance with the Councils Change Management Protocol. A full EQIA relating to staff impacts will be carried out as part of this.</li> </ul>
<b>Stage 2: Monitoring / Collecting Evidence / Data</b>	
<p><b>5. What information is available to assess the impact of your proposals? Include the actual data, statistics and evidence (including full references) reviewed to determine the</b></p>	

potential impact on each equality group (protected characteristic). This can include results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys, workforce profiles, service users profiles, local and national research, evaluations etc  
(Where possible include data on the nine protected characteristics. Where you have gaps, you may need to include this as an action to address in the action plan)

Age (including carers of young/older people)	The table below sets out the age of service users in each Harrow Day Service and at Sancroft								
	Age - Service Users	Bedford House Day Service (10 clients)	Bentley Day Service (70 clients)	Byron NRC (35 clients)	Gordon Avenue Day Service (8 clients)	Kenmore NRC (34 clients)	Milmans Day Centre (100 clients)	Vaughan NRC (38 clients)	Sancroft (136 clients)
	18-24	1		1	1	3	-	6	-
	25-44	4	17	18	4	10	-	13	2
	45-64	5	27	12	3	19	-	17	10
	65+	-	26	4	-	2	100	2	124
	The table below sets out the age of staff in each Harrow Day Service (PS to insert)								
	The Greater London Authority (GLA Datastore) estimates that in 2013 there were 190,568 people aged 18 and over (the age from which people are able to access adult social care services), by 2018 it is estimated that this will increase to 259,184 people and by 2023 to 271,412. The GLA has estimated that the number of people aged 65 and over in 2013 is 35,712 or 14.5% of the total population of Harrow, which is significantly higher than the London average of 11.1%. The GLA has estimated that by 2018 the number of people aged 65 and over will increase to 39,518 or 15.2% of the total population of Harrow; by 2023 the estimated number will increase to 43,798 or 16.1% of the total population of Harrow.								
	Older people make up the largest group of people using health and social care services. In 2012-13, more than 3,200 older people received a social care service, of whom 81.8% were supported to live independently, including 9.8% receiving day care. Projecting Older People Population Information System (POPPI) projections indicate that there will be older people living alone, with a long term limiting illness, and providing unpaid care despite having poor health themselves. Dementia is also going to be a particular challenge impacting on social care demand. National research shows that vast majority of older people want to continue living in their own homes independently.								
	Financial benchmarking data indicates the council spends relatively more on day opportunities for those with complex needs (learning and physically disabled service users) than when compared with the London average. Whilst we pay higher rates for day care for clients with physical and learning disabilities, the cost of older people's day care is less than the average cost in London, as is shown in the table overleaf.								

	<table><tr><th>Average Gross Expenditure per Day of Care</th><th>Harrow</th><th>London Average</th></tr><tr><td>Older People</td><td>£74</td><td>£144</td></tr><tr><td>Learning Disabled</td><td>£467</td><td>£354</td></tr><tr><td>Physically Disabled</td><td>£278</td><td>£229</td></tr></table>	Average Gross Expenditure per Day of Care	Harrow	London Average	Older People	£74	£144	Learning Disabled	£467	£354	Physically Disabled	£278	£229
Average Gross Expenditure per Day of Care	Harrow	London Average											
Older People	£74	£144											
Learning Disabled	£467	£354											
Physically Disabled	£278	£229											
Disability (including carers of disabled people)	The table below sets out the primary disability of service users in each Harrow Day Service and at Sancroft. (The majority of older people at Milmans Day Centre have been assessed under ‘physical disability, frailty and sensory impairment’):												
	Primary Disability	Bedford House Day Service (10 clients)	Bentley Day Service (70 clients)	Byron NRC (35 clients)	Gordon Avenue Day Service (8 clients)	Kenmore NRC (34 clients)	Milmans Day Centre (100 clients)	Vaughan NRC (38 clients)	Sancroft (136 clients)				
	Physical disability, frailty and sensory impairment	-	61	-	-	-	84	-	114				
	Learning Disability	10	8	35	8	34	5	38	14				
	Mental Health	-	1	-	-	-	11	-	7				
	Other Vulnerable People	-	-	-	-	-	-	-	1				
Information on the secondary disability of service users of each Harrow Day Service and at Sancroft is shown overleaf													

	<table><tr><th>Secondary or additional Disability</th><th>Bedford House Day Service (10 clients)</th><th>Bentley Day Service (70 clients)</th><th>Byron NRC (35 clients)</th><th>Gordon Avenue Day Service (8 clients)</th><th>Kenmore NRC (34 clients)</th><th>Milmans Day Centre (100 clients)</th><th>Vaughan NRC (38 clients)</th><th>Sancroft (136 clients)</th></tr><tr><td>Physical disability, frailty and sensory impairment</td><td>2</td><td>5</td><td>2</td><td>2</td><td>10</td><td>10</td><td>11</td><td>15</td></tr><tr><td>Learning Disability</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td>5</td></tr><tr><td>Mental Health</td><td>1</td><td>1</td><td>-</td><td>-</td><td>-</td><td>5</td><td>-</td><td>3</td></tr><tr><td>Other Vulnerable People</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr></table>	Secondary or additional Disability	Bedford House Day Service (10 clients)	Bentley Day Service (70 clients)	Byron NRC (35 clients)	Gordon Avenue Day Service (8 clients)	Kenmore NRC (34 clients)	Milmans Day Centre (100 clients)	Vaughan NRC (38 clients)	Sancroft (136 clients)	Physical disability, frailty and sensory impairment	2	5	2	2	10	10	11	15	Learning Disability								5	Mental Health	1	1	-	-	-	5	-	3	Other Vulnerable People								
	Secondary or additional Disability	Bedford House Day Service (10 clients)	Bentley Day Service (70 clients)	Byron NRC (35 clients)	Gordon Avenue Day Service (8 clients)	Kenmore NRC (34 clients)	Milmans Day Centre (100 clients)	Vaughan NRC (38 clients)	Sancroft (136 clients)																																					
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	Learning Disability								5																																					
	Mental Health	1	1	-	-	-	5	-	3																																					
Other Vulnerable People																																														
<p>PANSI (Projecting Adult Needs and Service Information) estimates that the number of people aged between 18-64 with a learning disability will increase from 3754 people in 2012 to 4106 people in 2012, which is an increase of 9.4%. The number of people with autism will increase from 1530 people in 2012 to 1694 people in 2020, which is an increase of 10.7% in this period. PANSI estimates also show an increase of people with a moderate or serious physical disability from 14,673 people in 2013 to 16,339 people in 2020, which is an increase of 11.4%.</p> <p>Last year 450 adults in 18-64 age range with a learning disability received a social care service, of whom 69.6% were in the community, including 210 or 46.7% receiving a day service. 582 18-64 adults with a physical disability or sensory impairment received a social care service, of whom 95% were in the community, including 49 (8.4%) receiving a day care service.</p> <p>About 45 young people will transition through to adult services in the next two years and may require access to day opportunities.</p>																																														
Gender Reassignment	Whilst Harrow Council's Frameworki database system is set up to collect this monitoring information, there is very little information held currently on this protected characteristic																																													
Marriage / Civil Partnership	Whilst Harrow Council's Frameworki database system is set up to collect this monitoring information, there is very little information held currently on this protected characteristic																																													

Pregnancy and Maternity	Whilst Harrow Council's Frameworki database system is set up to collect this monitoring information, there is very little information held currently on this protected characteristic								
Race	Information on the ethnicity of service users of each Harrow Day Service and Sancroft is shown below								
	Ethnicity - Clients	Bedford House Day Service (10 clients)	Bentley Day Service (70 clients)	Byron NRC (35 clients)	Gordon Avenue Day Service (8 clients)	Kenmore NRC (34 clients)	Milmans Day Centre (100 clients)	Vaughan NRC (38 clients)	Sancroft (136 clients)
		White or White British (British): 4	White or White British (British): 29	White or White British (British): 17	White or White British (British): 4	White or White British (British): 11	White or White British (British): 60	White or White British (British): 11	White or White British (British): 16
		Asian or Asian British (Indian): 5	White or White British (Irish): 2	White or White British (Irish): 1	Asian or Asian British (Indian): 2	Asian or Asian British (Indian): 15	White or White British (Irish): 8	White or White British (Irish): 2	White or White British (Irish): 4
		Asian or Asian British (Any other Asian background) : 1	Asian or Asian British (Indian): 20	White or White British (other White background) : 1	Asian or Asian British (Pakistani): 1	Asian or Asian British (Pakistani): 2	White or White British (other White background) : 2	Asian or Asian British (Indian): 14	Asian or Asian British (Indian): 93
			Asian or Asian British (Pakistani): 4	Asian or Asian British (Indian): 8	Asian or Asian British (Any other Asian background) : 1	Asian or Asian British (Any other Asian background) : 2	Asian or Asian British (Indian): 9	Asian or Asian British (Pakistani): 2	Asian or Asian British (Bangladesh i): 1
			Asian or Asian British (Any other Asian background) : 4	Asian or Asian British (Pakistani): 2		Black or Black British (Caribbean): 4	Asian or Asian British (Pakistani): 1	Asian or Asian British (Any other Asian background) : 5	Asian or Asian British (Any other Asian background) : 13
			Black or Black British (Caribbean) : 5	Asian or Asian British (Any other Asian background) : 3			Asian or Asian British (Any other Asian background) : 2	Black or Black British (African): 1	Asian or Asian British (Pakistani): 2
			Black or Black British (African): 1	Black or Black British (African): 1			Black or Black British (African): 1	Other ethnic background (other ethnic group): 2	Black or Black British (Caribbean): 3

		Black or Black British (Any other Black background) : 1	Mixed background (White and Black Caribbean): 1			Mixed background (White and Black Caribbean): 12		Other ethnic background (other ethnic group): 2
		Other ethnic background (other ethnic group): 1	Mixed background (other mixed background) : 1			Black or Black British (Any other Black background) : 1		Not known: 2
		Not known: 3				Mixed background (other mixed background) : 2		
						Other ethnic background (other ethnic group): 2		

The table below sets out the ethnicity of staff in each Harrow Day Service

<b>Ethnicity - staff</b>	<b>Bedford House Day Service (4 staff)</b>	<b>Bentley Day Service (17 staff)</b>	<b>Byron NRC (14 staff)</b>	<b>Gordon Avenue Day Service (5 staff)</b>	<b>Kenmore NRC (15 staff)</b>	<b>Milmans Day Centre (16 staff)</b>	<b>Vaughan NRC (16 staff)</b>
	White or White British (British) - 1	White or White British (British) - 5	White or White British (British) – 7	White or White British (British) – 1	White or White British (Columbian) – 1	White or White British (British) – 6	White or White British (British) – 6
	White or White British (Irish) – 1	Asian or Asian British (Indian) – 5	White or White British (Spanish) – 1	White or White British (other White background) – 3	Asian or Asian British (Indian) – 3	White or White British (Irish) – 2	White or White British (Irish) – 1



		Asian or Asian British (Indian) – 2	Black or Black British (African) - 4	Asian or Asian British (Indian) – 2	Black or Black British (African) - 1	Asian or Asian British (Sri Lankan) – 1	White or White British (any other : Swedish) – 1	Asian or Asian British (Indian) – 4
			Black or Black British (Caribbean) - 3	Asian or Asian British (Pakistani) – 1		Asian or Asian British (Any other Asian background) – 1	Asian or Asian British (Indian) – 2	Black or Black British (African) – 2
				Asian or Asian British (Nepalese) – 1		Black or Black British (African) - 4	Black or Black British (African) - 1	Black or Black British (Caribbean) - 1
				Black or Black British (African) - 2		Black or Black British (Caribbean) - 4	Black or Black British (Caribbean) - 1	Did not wish to state - 4
						Mixed background (other mixed background) - 1	Black or Black British (other Black background) - 1	
							Mixed background (White and Black Caribbean) - 1	
							Other ethnic background (Iranian) - 1	

The table below sets out the first language of clients in each Harrow Day Service and Sancroft

<b>First language spoken by clients</b>	<b>Bedford House Day Service (10 clients)</b>	<b>Bentley Day Service (70 clients)</b>	<b>Byron NRC (35 clients)</b>	<b>Gordon Avenue Day Service (8 clients)</b>	<b>Kenmore NRC (34 clients)</b>	<b>Milmans Day Centre (100 clients)</b>	<b>Vaughan NRC (38 clients)</b>	<b>Sancroft (136 clients)</b>
	English: 4	English: 48	English: 28	English: 5	English: 22	English: 82	English: 21	English: 28
	Gujarati: 5	Gujarati: 13	Gujarati: 5	Gujarati: 2	Gujarati: 9	Gujarati: 3	Gujarati: 10	Gujarati: 76
	Not stated: 1	Not stated: 5	British Sign Language: 1	British Sign Language: 1	Not stated: 3	Not stated: 10	Not stated: 1	Hindi: 3
		Arabic: 1	Punjabi: 1			Punjabi: 1	Punjabi: 2	Marathi: 1
		Punjabi: 1				Urdu: 1	Tamil: 3	Not Stated: 15
		Urdu: 1				Greek: 1	Farsi/ Persian: 1	Other: 1
		Kurdish: 1				Polish: 1		Punjabi: 9
						German: 1		Tamil: 1
								Urdu: 1
								Chinese: 1

The table below sets out the languages spoken by staff, other than English, in each Harrow Day Service

<b>Languages spoken by staff other than English</b>	<b>Bedford House Day Service (4 staff)</b>	<b>Bentley Day Service (17 staff)</b>	<b>Byron NRC (14 staff)</b>	<b>Gordon Avenue Day Service (5 staff)</b>	<b>Kenmore NRC (15 staff)</b>	<b>Milmans Day Centre (16 staff)</b>	<b>Vaughan NRC (16 staff)</b>
	Gujarati – 2	Gujarati – 4	Gujarati – 4	Spanish – 1	Gujarati – 2	Gujarati – 3	Gujarati – 4
	Hindi – 2	Hindi – 2	Hindi – 2	Czech – 1	Punjabi – 1	Hindi – 2	Hindi – 3
	Punjabi – 1	Assamese –	Swahili – 2	Kikuyu – 1	Swahili - 1	Urdu – 2	Punjabi – 1

			1						
		Swahili - 1	Bengali – 1	Spanish – 1	Swahili – 1	Igbo – 1	Italian – 2	French – 2	
			French – 1	Portuguese – 1		Creole – 1	Edo – 1	Romanian – 1	
			Igbo – 1	Italian - 1		Columbian - 1	Swedish - 1		
	Additional communication skills	British Sign Languages - 1		Basic Makaton (but no formal training) - 14	Makaton - 1	Makaton - 3	Makaton - 1	0	
		Makaton - 2						Makaton - 2	
<p>Harrow has one of the most ethnically diverse populations in the country; ONS estimates show that Harrow now has the fourth highest proportion of residents from minority ethnic groups, compared to a ranking of eighth in 2001.</p> <p>The Greater London Authority (GLA Datastore) estimates that in 2013, 60% of the total population of Harrow or 57% of people aged 18 and over are from a BAME (Black and minority ethnic) group. By 2018 BAME groups will make up 65% of the total population and 61% of people aged 18 and over; by 2023 the proportion will increase to 68% and 65%, respectively.</p>									
Religion and Belief	<p>The table below sets out the religion/belief of clients in each Harrow Day Service and Sancroft.</p>								
	Religion/ belief	Bedford House Day Service (10 clients)	Bentley Day Service (70 clients)	Byron NRC (35 clients)	Gordon Avenue Day Service (8 clients)	Kenmore NRC (34 clients)	Milmans Day Centre (100 clients)	Vaughan NRC (38 clients)	Sancroft (136 clients)
	Christian	4	13	20	4		56	15	14
	Catholic		2	1			6		6

Hinduism	5	10	8	3		8	12	86
Islam			4	1		3	10	10
Judaism						2		1
Jainism		1						
Buddhism						1		1
Other religion	1							
Sikhism							1	5
No religion/ atheist		1	1			1		1
Not stated		43	1			23		12

The table below sets out the sex/gender of clients in each Harrow Day Service and Sancroft

<b>Sex/ Gender</b>	<b>Bedford House Day Service (10 clients)</b>	<b>Bentley Day Service (70 clients)</b>	<b>Byron NRC (35 clients)</b>	<b>Gordon Avenue Day Service (8 clients)</b>	<b>Kenmore NRC (34 clients)</b>	<b>Milmans Day Centre (100 clients)</b>	<b>Vaughan NRC (38 clients)</b>	<b>Sancroft (136 clients)</b>
Male	4	32	21	4	18	29	16	31
Female	6	38	14	4	16	71	22	105

The 2011 census results show that women outnumber men in all age groups over 34-39, and this difference becomes greater in the over 75s. The Greater London Authority (GLA Datastore) estimates that in 2013 the male to female ratio of people aged 65 or over is 45%/55% in Harrow changing to 46%/54% by 2023; the 2013 male to female ratio of people aged 75 or over is 39%/61% in Harrow changing to 44%/56% by 2023; the 2013 male to female ratio of people aged 90 or over is 33%/67% in Harrow changing to 44%/56% by 2023.

This is broadly in line with the make up within the Harrow Day Services, there were 124 (42%) male and 171 (58%) female clients. However, at Milmans where all clients are aged 65 and over, 21% of clients were male compared to 79% of females.

The table overleaf sets out the sex/gender of staff in each Harrow Day Service and shows that the female to male ratio of staff is 76%/24%.

Sex / Gender

[illegible]

Who was consulted?	What consultation methods were used?  <i>There were a total of 32 consultation meetings, 164 returned questionnaires</i>	What do the results show about the impact on different equality groups (protected characteristics)?	What action are you going to take as a result of the consultation? This may include revising your proposals, steps to mitigate any adverse impact. <i>(Also Include these in the Improvement Action Plan at Stage 5)</i>
Clients	<ul style="list-style-type: none"> <li>Formal consultation meetings, at least one in each service and a final meeting at the civic centre, there were 23 service user consultation meetings (appendix 1 provides a breakdown of number of people at each event)</li> <li>A single accessible questionnaire (appendix 2 provides a breakdown of respondents)</li> <li>Written feedback through letters and email using the dedicated email address – <a href="mailto:dayserviceconsultation@harrow.gov.uk">dayserviceconsultation@harrow.gov.uk</a></li> <li>The opportunity to speak directly with council officers on a phone</li> </ul>	<p>Points raised by service users/carers and advocates during the consultation meetings</p> <ul style="list-style-type: none"> <li>Centres have been described as a lifeline, enabling users to continue living independently, and enabling carers to continue providing support.</li> <li>Fair Charging Policy in relation to day centre attendance and transport has reduced the number of users attending centres.</li> <li>Users and carers value the structure, safety, familiarity, sense of security, the break from home, and respite for carers. Carers emphasised that routine and security is an essential aspect of respite and may be eroded by a variety of sessions in different places.</li> <li>Users enjoy the choice of a wide range of activities, aimed at increasing social and independent living skills. They did express an interest in different activities, mainly more outings and sports, but they would like to do them through the day centres.</li> <li>Equally importantly, if not more so, the users and carers value the community that comprises of other users, carers and staff.</li> </ul> <p>Transport routes often shorten the centre time for users, respite time for carers and make it difficult for staff to organise activities. Long transport journeys can be tiring for some, exacerbate challenging behaviour and cause difficulties with managing toileting needs. This day service review will not impact on an individual's access to transport, but may affect routes and timings. These will be considered in individual assessments.</p> <ul style="list-style-type: none"> <li>Many of the users with LD are accessing a service five days a week. Many older people and some people with PD would like to increase the number of days they attended.</li> </ul>	<p>All service users with a social care need will continue to receive services to meet this need, although there may be changes in the provision of day services to meet this need, such as an alternative building or a more community based service. A review of the assessed needs of clients will take place, once the new model has been established, to ensure the most appropriate services and opportunities are provided to meet identified individual needs</p> <p>The council is currently conducting a Special Needs Transport service review. This is looking at transport, for a range of vulnerable groups including users of day services. The main aims of the review are to introduce more independent travelling and the use of personal budgets. The group working on this project includes representation from adult services and has been kept fully informed of progress with this review.</p> <p>Phase 1 of the recommended</p>

		<ul style="list-style-type: none"> <li>Majority of users and carers are happy with a weekday day time service, although many would like a longer day at the centre. Some people, especially those who live alone, would like some social activity for a few hours at the weekend.</li> <li>Mixing user groups at neighbourhood centres is considered a feasible option, but would require detailed planning to consider different needs, special equipment, access, space requirements, trained staff, and potential problems caused by sharing space and transport.</li> <li>Closing the centres is an unpopular option, but would be more acceptable if there is assurance of appropriate services and transport, and valued relationships are maintained.</li> <li>Many ideas have been put forward for using buildings to full capacity, including using the centres as hubs for different user groups, generating income through renting the space to the community, putting in the right facilities to encourage use of in-house centres, affordable charging, and 'selling' places to self-funders or neighbouring boroughs.</li> <li>Access to community services is restricted by physical location, facilities, transport, support staff, and attitudes. Employment- related opportunities have diminished due to the recession.</li> <li>Providers are keen to provide a range of services to cater for different needs and have come up with many ideas for market development and ways in which the Council can facilitate this.</li> <li>The importance of the relationships with staff and between the service users and the carers was emphasised by users and carers. They also spoke very highly of the support and understanding they received from the staff and the sense of the day centre community as one extended family. Users felt comfortable and confident in day centres. The staff were seen as a source of support not only to the users but also to the carers, and sometimes helped manage the relationship between the two.</li> <li>Although all the users said that they did not want to move from their centre, many expressed the view that if they did have to move to a different building, they would not mind if they could all go somewhere</li> </ul>	<p>proposal would ensure service users are moved together in groups and appropriate support is provided in implementation, staff would also initially move with service users, these measures will allow service users to maintain networks and support groups.</p> <p>The proposed recommendations will continue to protect the most vulnerable groups with day service provision through specialist services.</p> <p>Mitigation of the current limited day service opportunities will be achieved through market development initiatives with the voluntary sector and other day service providers set out in the Cabinet report.</p> <p>To mitigate this potential impact detailed information will continue to be provided by staff and care managers to service users and carers who do not currently receive a personal budget. However, it should be noted that at present, 389 clients are in receipt of a day care personal budget, of which 62% (242) have a managed account. Managed accounts are managed by the Council when it has been identified that a service user requires this assistance. Remaining service users who will move on to a personal budget</p>
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		<p>else together and have the same staff.</p>	<p>and are anxious about managing their budget can be supported on an individual basis, using the council's My Community ePurse solution.</p> <p>As part of market development appropriate services for younger people will be developed and the travel training commenced in Kenmore will be rolled out to other service users.</p> <p>In the consultation meetings all attendees were reassured that all service users with an assessed need for a day service will continue to receive a service, although this may be in an alternative building/hub or more community based. All service users and carers will receive regular and timely communication through communication outlining any Cabinet decisions and if there are changes to services, how and when these changes will be implemented.</p>
		<p>Specific points for each client group</p> <p><b>Older people (Based on meetings at Milmans and Maya /Anjali Day Centres</b></p> <ul style="list-style-type: none"> <li>Users are happy with the range of activities, and apart from suggesting more outings or day trips from the centre did not indicate that they wanted anything different, except as a one- off outing etc. They do not wish to go to different places to access a range of activities, regularly. They also appreciated a meal, and mentioned that for many it was the one good meal they had. Those at Milmans could access services like</li> </ul>	<p>The actions/mitigations listed under the more general points raised by service users/carers and advocates during the consultation meetings also apply to the specific points for older people but have not been</p>



		<p>hairdressing, chiropody at the centre and suggested that they would like to be able to access more such services at the centre itself. All users valued the centre as a source of advice and information.</p> <ul style="list-style-type: none"> <li>• All users emphasised the value of the social interaction, and the friendships that they have built up. They also commended the support from the staff. Most said it was the highlight of their week, and if they did not attend they would be depressed and isolated.</li> <li>• Most users are happy with centre opening as approximately 10am to 3pm although some said they would prefer earlier or later. However, many felt that the length of the day was limited by what time the personal carer could arrive to help them get ready in the morning, or the time that transport was available. This meant that the day was shorter and many would prefer a longer day. Service users said that they did not want to attend activities in the evenings, except as a one-off. Some also said that the long transport route could be tiring. The table on page 4 shows that there is a low number of younger people aged 25 and under using internal services at present.</li> <li>• Many users would like to attend on extra days if their personal budget allowed, or if they could afford the transport.</li> <li>• Many service users said that they would not mind sharing the centre with other user groups as long as enough trained staff and facilities were available. Several said that it could be a positive move, as they would learn from others, appreciate what they have, and how others deal with their disadvantages. Some expressed concerns, e.g. sharing the space with those with severe dementia.</li> <li>• Milmans users said that if the centre did need to close, they would want to be able to go to a different building with the same peers and staff. They also suggested that the centre should try to generate income by letting other groups use the space in the centre for a cost.</li> <li>• Some users expressed concerns that their views would not carry any weight.</li> </ul> <p><b>People with physical disabilities (Based on meetings at Bentley Day Service)</b></p>	<p>repeated to limit the length of this document.</p> <p>The actions listed under the more</p>
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		<p>appropriate social activities. It was also suggested that if the building was being underused, people should be offered extra days.</p> <ul style="list-style-type: none"> <li>Service users said that there were other facilities they would like, e.g. support with holidays, shopping, independent living classes, more physiotherapy and a special gym. However it was difficult to think about different facilities and different uses of the centre, given the high level of anxiety about the possible closure of Bentley.</li> </ul> <p><b>People with learning disabilities (based on meetings at 5 in-house Day Centres, Shaw Trust and Welldon Activity Group.</b></p> <ul style="list-style-type: none"> <li>Service users took part in a range of activities, including games, gardening, looking after animals, arts and crafts, music, dance and drama, cookery, independent living skills, beauty treatments, learning facilitated by college tutors, computers, day trips, outings for swimming, shopping, farms etc. They were happy with what was provided, and when asked about what other activities they would like, indicated that they would like more outings, to include swimming, shopping, museums and cinema.</li> <li>They also emphasised the importance of the friendships and sense of community at their centre, and spoke very highly of the support provided by the staff.</li> <li>Most users either attended a centre five days a week, or had a structured programme of activities for five days. They all wanted to continue coming to the centres and said they would be very upset if they could not come, 'bored, lonely, depressed, just watching telly.'</li> <li>Many users attended a club for people with disabilities, or went out at weekends. However it was clear that most were dependent either upon provision of transport, or upon support from family or staff in residential units. The independent travellers walked or took the bus to specific centres or clubs, but went on any other trips with staff or family. Two women reported how they had become more isolated after moving from a residential home to independent living as they no longer had the staff support or a readily available group of people to go out with.</li> <li>Service users did not express specific views about the length of the day they attended centres.</li> </ul>	<p>The actions listed under the more general points raised by service users/carers and advocates during the consultation meetings also apply to the specific points for people with learning disabilities but have not been repeated to limit the length of this document.</p> <p>Development of a broader range of activities will be part of market development through My Community ePurse</p> <p>For service users who have Autism, good implementation planning will be particularly important and achieved by working closely with service users, carers and day centre staff</p> <p>All service users will continue to have access to a building based service if they need one. Any changes to this would be the result of individual needs assessments and personal choice</p>
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Carers/ families/ advocates	<ul style="list-style-type: none"> <li>Formal consultation meetings, at least one in each service and a final meeting at the civic centre, there were 14 consultation meetings for carers (appendix 1 provides a breakdown of number of people at each event)</li> <li>A single accessible questionnaire (appendix 2 provides a breakdown of respondents)</li> <li>Written feedback through letters and email using the dedicated email address – <a href="mailto:dayserviceconsultation@harrow.gov.uk">dayserviceconsultation@harrow.gov.uk</a></li> <li>The opportunity to speak directly with council officers on a phone</li> </ul>	<p>A few carers of older people and people with physical disabilities attended the consultation meetings, most of the engagement was with carers of people with learning disabilities.</p> <p><u>Valuing centres</u> Carers expressed strong views that the service user, they care for, needs the routine, familiarity, structure, safety, friendships with peers, and support from staff who understood their needs. They could not cope with going to different places for various activities.</p> <p>Carers said that they wanted the structure and security of a centre, and did not want their relative to be 'roaming the streets' with unfamiliar Personal Assistants. There was a view that the consultation seems to be focussed on those users who are able to be independent</p> <p>Over and above the activities, learning and facilities, carers valued the friendships and sense of community, between users, staff and other carers, for themselves as well as for their relative. They described the centres as a lifeline which either enabled their relative to continue living independently or enabled them to continue providing care.</p> <p>They pointed out that in addition to interesting activities a crucial aspect of day care is the mental and physical respite for the carers. A choice of sessions to attend at different times may not meet the need for respite. Many carers are getting older, and can not take their adult offspring out for activities themselves.</p>	<p>A consultation report summarising outcomes of all consultation activity is available. A communication plan will be developed including common questions and answers to improve communication. We have identified staff have Makaton/BSL skills. Staff in each service know service users well and are able to advise on the most effective communication methods.</p> <p>Through the second phase of implementation we will work with health services to identify options for increased integration</p>

	<p>Carers mentioned some services which would be beneficial, e.g. A hydrotherapy pool, reduced access to physiotherapy and speech therapy, option to have a bath at the centre using assistive equipment</p> <p><u>Personal budgets</u> Many carers were unclear about how personal budgets worked. Most carers felt that personal budgets could be a source of anxiety, needing time and support. There was uncertainty over how quickly the budget would get used up, and some pointed out that the personal budget can fall short because the higher weekend rates charged by some agencies is not taken into account. They did not believe that personal budgets would stimulate the market for higher level complex needs. Although they acknowledged that some situations could be better managed by personal budgets, they did not want personal budgets to be imposed upon them.</p> <p><u>Timing of the day care</u> Most carers were happy with weekdays, although some thought that they would benefit from support at weekends to enable them to give time to other members of the family. They also pointed out that for some users living alone, weekends could get lonely, and they would benefit from some social provision. Many carers would like a longer day, e.g. 9.30 am to 4.30pm. Carers said that the day was further shortened by the restrictions of transport. Several of those whose relatives attended only once or twice a week said they would quite like an extra day.</p> <p>Carers emphasised the importance of reviewing transport arrangements if any flexibility in services was to be provided, as carers can not be expected to provide lifts.</p> <p><u>Mixed user groups and closing or merging buildings</u> Many carers thought that mixed user groups could work, if planned well to cater for different needs. They said that people with learning disabilities in particular like to mix with the 'mainstream' population.</p> <p>Some worried that the specialist skills their relative needed would be diluted, or that their relative would be lost in a multipurpose centre. Some carers also suggested that older people may feel threatened by those with learning disabilities or challenging behaviour. Any reconfiguration of user groups would need to consider adequate, space, facilities and staff skills.</p> <p>It was also suggested that Harrow needed to find out what services were being</p>	<p>Remaining service users who will move on to a personal budget and are anxious about managing their budget can be supported on an individual basis, using the council's My Community ePurse solution.</p> <p>Development of a broader range of activities will be part of market development through My Community ePurse</p> <p>A separate Special Needs Transport review is currently ongoing. This is not part of this review, but feedback is being provided to them.</p>
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		<p>offered in out-of-borough centres, so that we could provide similar services at day centres and increase their use. Carers of those who use in-house services should be involved in promoting these. Harrow could also consider 'selling' its own day care services to people from other boroughs.</p> <p>Carers suggested opening centres seven days a week, and charging other groups to use the space, and allowing users to attend on extra days as a way of reducing costs.</p> <p><u>Views on the consultation</u> Many carers questioned if their views would have any influence on the decisions that were made. There was also some feedback that the consultation was an unnecessary expense and the questionnaire was too long. Carers at Gordon Avenue and Bedford House said that ever since Brember Centre shut, there have been rumours about closures causing high levels of anxiety. There was a suggestion from Gordon Avenue carers that councillors should have been present to hear their concerns</p> <p>The feedback on the events themselves was very positive. Carers said they felt listened to, and much clearer about the purpose of the review.</p>	
Staff	<ul style="list-style-type: none"> <li>Formal consultation meetings, at least one in each service and a final meeting at the civic centre, there were 8 staff consultation meetings (appendix 1 provides a breakdown of number of people at each event)</li> <li>A single accessible questionnaire (appendix 2 provides a breakdown of respondents)</li> <li>Written feedback through letters and email using the dedicated email address – <a href="mailto:dayserviceconsultation@harrow.gov.uk">dayserviceconsultation@harrow.gov.uk</a></li> <li>The opportunity to speak directly with council officers on a phone</li> </ul>	<p>Staff consultation was held at the seven in-house day centres.</p> <p><u>Transport</u> Transport schedules often shortened users' days, caused disruption to the daily programme of activities because users came in at different times. Long transport routes could also cause problems with toileting or challenging behaviour. Transport could be a major constraint in organising day trips. All emphasised the importance of reviewing transport arrangements if any flexibility in services was to be provided, as carers can not be expected to provide lifts.</p> <p><u>Availability of alternative services</u> Staff pointed out that although the principle of providing greater choice is desirable, in practice there is not very much available to choose from, especially for people with severe learning or physical disabilities and complex needs. Recession has also greatly reduced the opportunities for work experience placements and employment.</p> <p><u>Impact of charges and personal budgets</u> Staff pointed out that many users are choosing not to attend the centres as a consequence of the introduction of the fairer charging policy and that although</p>	<p>If Cabinet takes a decision leading to a change in the roles, responsibilities and/or the structure of staffing a formal consultation in accordance with the Councils Change Management Protocol at the beginning of the implementation stage. This will include a full EQIA in relation to staff impacts</p> <p>The council is currently conducting a Special Needs Transport service review. This is looking at transport, for a range of vulnerable groups including users of day services. The main aims of the review are to introduce more independent</p>

		<p>charging is reasonable, the charges are very high compared to some other areas, e.g. Hertfordshire. Personal budgets may lead to some people choosing not to come to the centre and vulnerability may increase.</p> <p>If users were attending sessions in different places rather than one day centre, an important source of information about their needs and progress would be lost. Staff also said that the council should make our services more attractive and future-proof them. Staff said that communication is poor about what is on offer at other centres.</p> <p><u>Mixed user groups</u> Staff thought that mixed user groups could work, with careful management of space and facilities, e.g. appropriate equipment and trained staff. Some separation of users with different needs within the centre and consideration of possible difficulties while sharing transport would be necessary. They pointed out that there could be many positive benefits for people with learning disabilities in particular to mix with other service users. They could also enjoy and learn from others. Bentley staff said that the space and facilities would allow for younger people with disabilities to be included in the centre, to engage in services oriented towards employment, independent living skills, and appropriate social activities.</p> <p>Some suggested a café approach, with different groups using the centres at different times, and also encouraging the local community to use the centres and to volunteer.</p> <p>Staff at one centre expressed reservations that the specialist expertise they had worked hard to build up would be lost if there was a mixed user group at the centre.</p> <p><u>Closure of buildings</u> Staff expressed the view that several service users had already moved once in the last few years, and closing buildings to move them again would be very disruptive. Closing buildings would place greater pressure on carers, especially if it meant a reduction in service, and counteract the principle of providing greater choice.</p> <p>Staff also said that the Council missed many opportunities to use the buildings at weekends and evenings, thus making them less cost-effective.</p> <p><u>Employment and working conditions</u></p>	<p>travelling and the use of personal budgets. The group working on this project includes representation from adult services and has been kept fully informed of progress with this review.</p> <p>A full EQIA will consider in detail</p>
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		<p>Staff members were concerned about their job security, and changes to their working conditions and contracts, particularly if centres were to provide extended hours. They pointed out that any decisions needed to take account of current staffing profiles, secondments, transferable skills, and adequate staffing levels and training.</p> <p><u>Views about the consultation itself</u></p> <p>Some questioned if the changes would achieve the desired savings and other benefits. There were concerns that that the consultation would not have any influence on the decisions that would be made by Cabinet. They made reference to a consultation three years ago when their views were sought. Staff at Gordon Avenue, Bedford House and Bentley Day Service in particular expressed anxiety and indicated that rumours had been circulating on closure of centres for some time.</p> <p>Staff asked to be given time to consider the report before the final Cabinet decision is made</p>	<p>staff impacts as part of implementation. The council will follow its Process Management of Organisational Change (PMOC).</p>
Unions	<ul style="list-style-type: none"> <li>Formal consultation meetings, at least one in each service and a final meeting at the civic centre, Unions were invited to 8 consultation meetings (appendix 1 provides a breakdown of number of people at each event)</li> <li>A single accessible questionnaire (appendix 2 provides a breakdown of respondents)</li> <li>Written feedback through letters and email using the dedicated email address – <a href="mailto:dayserviceconsultation@harrow.gov.uk">dayserviceconsultation@harrow.gov.uk</a></li> </ul>	<p>A UNISON member attended three staff meetings, If cabinet decisions have an impact on staff, UNISON thought that the following information/analysis would be required within each formal staff consultation</p> <ul style="list-style-type: none"> <li>risks to jobs and working conditions</li> <li>importance of considering role profiles</li> <li>covenants which restrict sale of buildings</li> </ul> <p>A letter from Darren Butterfield, Assistant Branch Secretary dated 3 April 2013, included the following points:</p> <p>That the consultation document fails to mention the contextual impact when charges to Day Care and Transport were introduced in 2011/12 and the effect this had on day centre attendance which we believe may have contributed to users not being able to attend Harrow's day centres. This has created a knock-on effect for the Council whereby users have had to restrict their attendance days or indeed stop attending altogether which has increased the running costs of day care services in the borough due to them being underutilised and under capacity.</p> <p>In many local authorities union research has discovered that personal budget allocations for 'social activities' are set a lower level than in-house day care charges which, as stated above, is negatively pricing users out of day centres altogether and which may well be occurring in Harrow.</p>	<p>Unions were engaged in order to inform and shape recommendations. If Cabinet takes a decision leading to a change in the roles, responsibilities and/or the structure of staffing a formal consultation in accordance with the Councils Change Management Protocol at the beginning of the implementation stage</p> <p>The Cabinet paper of January 2013, which sought permission for this review, included information on this point</p>



		<p>UNISON have no doubt that 'choice' and 'control' within personalisation is right, what we are concerned about is the agenda is taking choice away from service users when they are faced with potential day centre closures. The situation is exacerbated locally given the underdevelopment of the wider market place, as inferred within the Council's consultation document which states that it must develop.</p> <p>To address this it was suggested that day care charges in harrow should be reviewed to reflect more of a level playing field in the 'social activity' amounts awarded within personal budgets, with the aim to attract more users to attend council day centres. Higher service user attendance will reduce the overall cost of providing day services in the borough, making it cost effective and sustainable in the longer term.</p> <p>UNISON believes the consultation document places very little emphasis on the development and reinvigoration of current in-house service provision. In fact, only one bullet point is devoted to using day centres in different ways and in providing different activities to client groups with the majority of the document focusing on moving away from 'traditional' day services to personal budget choices which, as stated, are cheaper than in-house day care.</p> <p>If the objective to reduce day centre charges and cover all Council cost is to be achieved as relayed in point 5 above, then a wider portfolio of activities and opportunities for all day centre users will need to be explored and developed in-house. This would be a fair approach when the Council is developing markets in the private and third sector. Creating day centres as community hubs would be fully supported by Unison and we believe would enhance social capital opportunities for our residents and service users.</p>	<p>The council will undertake further market development through the Implementation of My Community ePurse</p>
Specific feedback from <b>HAD (Harrow Association of Disabled People)</b>	<p><u>Buildings</u></p> <p>I'm not sure exactly what the proposals are saying, but I think they're saying that the actual buildings will be kept open, and the use of them extended for other services and community activities, as well as day care, whilst moving more people closer to using personal cash budgets to buy alternatives. Which seems very positive, as I guess that means no-one will actually have to leave against their will, so people can work within their own timescales to make changes if they want to.</p> <p><u>Personal budgets</u></p> <p>Giving personal budgets is definitely the way to go, and may encourage people to gradually replace some of their day service time. I think that as many people rely on their day centres for socialising and don't necessarily want to change that, there will feel like less risk to people to try something new, because the centres themselves are not closing.</p>		

Suggestions like spending budgets on support into work/ voluntary work etc are positive for many people, as there is currently very limited support available, and it's often in the preparation time before work that support is really needed, as it may be provided by Access to work afterwards if someone finds work.

Personal budgets are a better option to meet the needs of the many people who don't fit into a recognised service model – e.g. people with Aspergers Spectrum or Autism. But as with commissioned care, personal budgets may need to be a different and better offer for people who have additional needs such as behavioural.

#### Shop 4 support

As Care Place is now being adopted instead of Shop4support, which no-one could really work out how to shop on, there is a real possibility that this could work now. It is easier for people to use, and doesn't charge providers or clients, which makes it as affordable an option as buying services directly. There needs to be a separate part of the site for people who want to buy services from someone who doesn't actually want to advertise what they do to other people, but it seems possible for that to happen now.

#### Transport

Transport is a real issue for many disabled and older people, and the lack of it to go to mainstream places is one of the reasons many disabled people have been so keen to embrace day centres in the past. Although buses are now more or less accessible, journeys to bus stops are no different, and train stations in Harrow are generally not accessible. Transport options need to be explored and it is not simple, as compliance with transport legislation is complex, and not cheap, as there is so much legislation surrounding transport service provision, without which insurance is not valid – so it's very unlikely that individuals could provide transport services, they will have to be run by organisations which can fund the high compliance costs. There are some good ideas around, but in the meantime there is a real risk that people will just pay a cheap rate to a person or company that is not legislatively compliant. *(Harrow Community Transport, which has some really innovative ideas, is also well informed about the legislation)*

#### People with complex needs

Although the reality is that local area is less accessible to people to people with complex needs, we'd be very wary of a policy which implies that it's good practice for people with complex needs to be in day centres and others to be in more mainstream environments, it really isn't. Also the local area should be made more accessible and there is very little incentive if people who have additional access needs don't use it as much.

#### Mainstream activities

A lot of mainstream activities would have to up their game in terms of accessibility if there was more demand from disabled people, so the ethos of inclusion may become real. But be aware that in the initial stages the offers may not be what they seem, and also that some of the suggestions may not be very clear as to how they would constitute a social or leisure opportunity. EG. libraries may be great for borrowing books or studying in (at least with new IT put in anyway), but they don't all offer group activities.

#### Descriptions

Perhaps people may embrace more flexibility regarding their chosen activities, if they weren't called 'day activities' or

	<p>'day opportunities'. Other people have social lives, lifestyles, etc, and it may not help to develop non institutional thinking about what's on offer, if the terms used relate to something which has only ever been offered to people who use services.</p>
Specific feedback from <b>Harrow Mencap</b>	<p>Harrow Mencap welcomes the move towards a more personalised approach to the Council's day service provisions.</p> <p>We believe that if personal budgets are implemented appropriately individuals would have the opportunity for greater choice and control, not only in their day activities but also in all aspects of their lives.</p> <p>Housing provision, day opportunities, residential and supported living environments underpinned by an inclusive, community based lifestyle provides for a positive impact on the Health and Wellbeing for disabled and older people.</p> <p>Whilst we understand the current demands and pressures faced by the Council given the severity of the cuts to its grants we are nonetheless disappointed that the interconnectedness of the provisions and services as outlined above has not been fully appreciated in the service developments and changes proposed or those that are being introduced.</p> <p>A piecemeal approach can mean that some individuals will face significant changes in key aspects of their lives <b>one after</b> the other compounding their anxieties, confusion, sense of loss etc which will undoubtedly have a detrimental impact on their health and wellbeing.</p> <p>In addition to these changes the roll out of 'personal' budgets can add to the confusion whereby some elements of services accessed are still 'managed' contracted provisions.</p> <p>This can severely restrict individual choice and control.</p> <p>People may need more of one service and less of a different service depending on other things going on in their lives. Whilst understanding the council need to balance risks choice and control, better well-being can only be achieved if personal budgets provides for greater flexibility.</p> <p>We believe that the personalisation of day services offer real opportunities for people with learning disabilities to have greater access and active participation in their local community but fear that the market place is not sufficiently developed to offer a range of inclusive opportunities.</p> <p>We feel that people regardless of their level of disability can successfully be supported to access local community resources with the right level of support.</p> <p>Where possible and the right provision exists or can be developed people should have the option of using services closer to home. However people should also have the option of using their personal budget to attend out of borough services where these better meet their needs or aspirations or they simply choose to do so.</p> <p>We welcome any proposed change that increase real choice and control for disabled people; it however must be acknowledged that many service users have had limited opportunity to make informed choices and need</p>

	<p>skills, advice and support to do so and this must include opportunities to try new things before agreeing to any long term commitment.</p> <p>We strongly believe that a holistic approach to service development and delivery is essential if the Council is to achieve its ambition for providing high quality and sustainable outcomes for those most in need.</p> <p>The proposed model is more likely to suit younger people, and users with high level needs would still require day centres. Flexible sessions are going to need a lot more transport. There is an increasing need for services for older people with dementia, people on the Aspergers Spectrum, and need to serve an ethnically diverse population. Amount of funding to voluntary organisations is reducing, making it difficult to develop services.</p>
<p>Specific feedback from <b>Age UK Harrow</b></p> <p>(Taken from the questionnaire returned and subsequent contributions)</p>	<p>Perhaps they should be a pilot model, as it will not be possible to envisage all problems. Also that way things can be adapted and changed. Perhaps have regular reviews of this and with service users.</p> <p>People will need support. Concern re funding restrictions and then people may have less choice effectively and be able to do fewer activities perhaps.</p> <p>Council services: I agree it is important for the council services to support those with very high needs, but they should also support those with lower needs who want to use them, especially if this is what the individual would want. Choice being key. Also lower level needs and issues should be addressed as important as a preventative measure i.e. so as to prevent people deteriorating both physically, mentally and emotionally. If people deteriorate –this is obviously negative for them but will put a strain financially on council as more care etc. will be needed. For example, places to support people with lower needs through exercise, physiotherapy, social activities etc. to keep them fitter, less likely to have falls, more engaged with community and less likely to get socially isolated which may result in decline in health. Prevention better than cure philosophy-relevant for all including those with mild dementia etc.</p> <p>Agree though that some people with lower level needs will not want to use a day centre as feel it is just for older and very sick people and activities not that stimulating or interesting. So perhaps day centres need to be revived so as to make them more accessible to all and have different range of activities for different service users, i.e. not everyone over the age of 60, or everyone with a physical disability will like or want the same activity so this needs to be more personalised so that there is more choice and activity within the day centres.</p> <p>More activities also for people with dementia-more mentally stimulating and challenging activities. Exercise etc. important as preventative and health measure and also psychological. Also activities that keep people engaged.</p> <p>Perhaps get older people and other service users involved in designing own activities and in having committees etc. so they can raise their views.</p> <p>The model sounds good in theory but problems will occur and people with all needs should have access. Choice.</p> <p>Agree to make best use of buildings and understand cuts but need to firstly see what other activities could be set up in these buildings straight away for people rather than closing. With service users growing is important to keep as</p>

	<p>many buildings open as possible. Also closure of buildings may be very disruptive to some especially if have relied on these and will need extra support in any transition.</p> <p>Need to ensure plans are long term and not immediate (even next couple of years short-term).</p> <p>I agree current service users could be using the services within borough to meet their needs but that is they are adequate and fully meet their needs. If people are prepared to travel 90 minutes then they are doing so for a reason and so there must be choice and any services offered as a choice should be adequate and fully meet the needs. Also depends how long people have been accessing other facilities .If have been attending for years may be familiar with it and have made friends. People should always have a choice and not forced to choose something else if they don't want. Should be given good options instead.</p> <p>Will be interested to see how these community hubs will work. Pilot should be tested as may be problems or may work well. Important every service user group is comfortable attending.</p> <p>I do not know enough about all the day services however I think it is very important that day services are as challenging as possible and have a range of activities. I feel that some of the activities offered to older people are not as challenging or interesting as they should be both in day centres and in older peoples home. It is very important to have a range of activities so as to keep people physically and mentally healthy and I think this should be addressed. As I say I know the day services are a great source of assistance to people and I do not personally know enough to comment but this is a general feeling. Also as mentioned people with dementia, those with physical and mental disabilities should be given more choice.</p> <p>All service users should be frequently asked about the types of activities they would like to do. This can be run by individual groups or council and then fed back.</p> <p>Also I do know that a lot of older people will not want to attend a day centre as they feel young and active and they feel that day centres are filled with a lot of older people sitting around and it is not for them. They have said this themselves and they find the idea of attending such centres or doing such activities depressing. So whilst day centres are excellent for some I strongly agree there should be a range of activities within them for all services users and older people importantly should not be lumped into one big group. For example there may well be a huge difference between a 65 year old with a disability and a 95 year old with a disability-the 95 year old may want to do more than the 65 year old or vice versa, each individual may want to do a lot more or a lot less and the 95 year old may not for example want to attend a day centre even if he has very complex needs and may prefer to do something a lot more challenging and interesting. Therefore choice and also a range of activities for all service users and not groups of service users.</p> <p>Also I feel and I believe some older people feel there are not enough activities for older men and even older couples. Some older men want to have different activities and some may not be as comfortable sitting around and chatting and may prefer other activities. Think this is important as many older men can be very socially isolated also and may not say so.</p>
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	<p>Age Concern also believes that many older people and those with physical disabilities would like to increase their day care and therefore buildings should not be disposed of, as this will limit longer term choice and control. With an ageing population it may a short sighted policy to close buildings that may be needed in the future.</p>
Specific feedback from <b>NHS Harrow Clinical Commissioning Group</b>	<p><b>Background</b></p> <p>NHS Harrow CCG is pleased to submit its views with regards to Harrow Council's <i>Adult Day Service Review Consultation</i>. We understand that as part of a continuing review of all services, Harrow Local Authority has been looking at the future shape of their day service provision in Harrow. By April 2013 all service users who have been assessed by a Care Manager/Social Worker as having a need for a day service will be offered a Personal Budget to support the delivery of the national agenda on personalisation. The government policy on personalisation is that by April 2013, 70% of service users will receive services through Personal Budgets. This means the type of day opportunities Council can provide, to older people, people with learning disabilities or physical disabilities needs to change and include a broader range of options in order to respond to individual need.</p> <p>Harrow CCG understands that there are two key parts of the proposed model for day services:</p> <ul style="list-style-type: none"> <li>• Users having a personal budget along with a personal care support plan; and</li> <li>• Development of a wide range of day facilities.</li> </ul> <p><b><i>Harrow CCG would like to work with the Harrow Local Authority in the development of the proposed model for Adult Day Services. This will maximise the shared opportunity to support greater integration of health and social care services in order to develop improved, seamless, preventative services.</i></b></p> <p>We have outlined below both the strategic Harrow CCG priorities and specific areas of work underway that would be most relevant to the Adult Day Service Review Consultation. There are significant opportunities for alignment and collaboration between health and social care in the development of Adult Day Services, building on the integration developing between health and social care in the delivery of Mental Health Day Services.</p> <p><b>Harrow CCG's Strategic Priorities</b></p> <p>Harrow CCG's strategic priorities are informed by our overarching imperatives to:</p> <ul style="list-style-type: none"> <li>• Improve the health and wellbeing of the local residents of Harrow – including through the Primary Care and Health &amp; Well Being Strategies (HWBS); and</li> <li>• Commission a sustainable model of high quality health care, i.e. to deliver an affordable model of health care.</li> </ul> <p>Key programmes underway in Harrow CCG that are relevant to the <i>Adult Day Service Review</i> include:</p> <ul style="list-style-type: none"> <li>○ <b>Out of Hospital Strategy (OOH):</b> at the heart of Harrow CCG's vision for the future is providing the right care, in the right place, at the right time, to reduce reactive, unscheduled care and to do more planned care earlier. There are five strategic goals within the OOH Strategy, which include: Providers (social and health) will work together, with the patient at the centre, to proactively manage</li> </ul>

	<p>people with long term conditions, the elderly and End of Life care patients out of hospital.</p> <ul style="list-style-type: none"> <li>• <b>‘Shaping a Healthier Future’ (SaHF):</b> a programme to improve NHS services for the two million people who live in North West London. The SaHF proposals will take three-five years to implement, ensuring that improvements in out-of-hospital care are in place before major changes to hospital services are then implemented.</li> <li>• <b>Joint Health and Wellbeing Strategy (JHWS) 2013 - 2016:</b> local population health needs were identified with Harrow Council in the Joint Strategic Needs Assessment (JSNA) 2012-16, and reflect the key health priorities subsequently outlined in the Strategy. Implementation of the Strategy will be overseen by the Health and Wellbeing Board. Relevant priorities within the JHWS include: <ul style="list-style-type: none"> <li>○ Reducing Worklessness.</li> </ul> </li> <li>• <b>Quality, Innovation, Productivity, and Prevention (QIPP) Programme:</b> Harrow CCG is financially challenged. The Harrow Recovery Plan was agreed in November 2011, setting out a three-year £43 million plan, including a Medium Term Financial Strategy and QIPP Plan, to establish a financially stable CCG.</li> <li>• <b>Mental Health Strategy:</b> The primary focus of this developing strategy is the delivery of care in the least intensive setting by appropriately skilled workforce supporting a Recovery approach to care. The implementation of the outcomes from the Mental Health Day service review has been supported by health with an opportunity to align health input to day care provision.</li> </ul> <p><b>Other areas of synergy</b></p> <p>Other areas of synergy between Harrow CCG and Harrow Council with regards to Adult Day Services include:</p> <ul style="list-style-type: none"> <li>• <b>Harrow Council and CCG Joint Commissioning Intentions for 13/14,</b> i.e. winter Planning, Dementia, and Children’s Services (particularly where we can support alignment of the health and social care services supporting service users as they transition from children’s to adult services).</li> <li>• <b>Winterbourne View:</b> ensuring that adult safeguarding is strengthened in line with national recommendations.</li> <li>• <b>Joint NHS Harrow and Harrow Council Autism Strategy:</b> including improving the support offered to the known population of people with autism, including people who have autism with additional learning disabilities or mental health issues.</li> </ul> <p><b>Conclusion</b></p> <p>Harrow CCG welcomes the consultation on Adult Day Services in Harrow, and hopes to work closely with the Council to develop proposed models in order to:</p> <ul style="list-style-type: none"> <li>• Maximise opportunities for integration between health and social care services; and</li> <li>• Ensure alignment with existing health and social care strategies</li> </ul>
<p>Specific feedback from voluntary sector groups and day care service providers during the formal consultation meeting at the civic centre</p>	<p>The proposed model is more likely to suit younger people; users with high level needs would still require day centres. Flexible sessions will require a lot more transport. There is an increasing need for services for older people with dementia, people on the Aspergers Spectrum and the ethnically diverse population. The amount of funding to voluntary organisations is reducing, making it difficult to develop services.</p>

	<p>Providers' suggestions for what the market could look like and what they could provide were:</p> <ol style="list-style-type: none"> <li>1. A larger number of small providers offering services to individuals or small groups.</li> <li>2. A pool of people with skills in a particular activity, like horse-riding, who could work with vulnerable adults on an individual basis, or offer sessions at the day centres.</li> <li>3. Supported housing, 24 hour home care, day care</li> <li>4. Supported breaks</li> <li>5. Community based support groups for a few hours each week, offering leisure, social skills, independent living skills, sports.</li> <li>6. Flexible transport</li> <li>7. Job brokerage service, which the service providers and user groups could link into.</li> </ol> <p>Providers suggested ways in which they can contribute to a market of flexible day opportunities. They also indicated how the Council could support market development through the provision of information, marketing, funding and support with developing models of service.</p> <p>They would like more information, a lead and possible mentoring from the Council on the following:</p> <ul style="list-style-type: none"> <li>• The market place</li> <li>• Services are already being provided</li> <li>• The number of vulnerable adults with different needs</li> <li>• How personal budgets work,</li> <li>• Costing and developing chargeable services,</li> <li>• Marketing</li> <li>• Using Care Place</li> <li>• How to access grants and pump-priming funding.</li> </ul> <p>Providers said that they would welcome information through emails, forums, or newsletters. They said that they had found the consultation event useful for both the information and the networking opportunity provided.</p>
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### Stage 3: Assessing Impact and Analysis

8. What does your information tell you about the impact on different groups? Consider whether the evidence shows potential for differential impact, if so state whether this is an adverse or positive impact? How likely is this to happen? How you will mitigate/remove any adverse impact?

Protected Characteristic	Positive	Adverse	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur.	What measures can you take to eliminate or reduce the adverse impact(s)? E.g. consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 5)
Age (including carers of young/older people)			There are a significant number of older service users within two of the seven day services; in Milmans all 100% of clients (100) are aged 65 and over whilst at Bentley 37% (27 of the 70 clients) are aged 65 and over.	



			<p><b>Positive:</b> Personalisation offers more choice and control over services</p> <p>Younger people with more complex needs will be able to access day services closer to home rather than having to travel out of borough</p> <p><b>Adverse:</b></p> <p>A fear or perception that current day service provision may be partially or fully withdrawn. Carers expressed strong views that the service user they care for, needs the routine, familiarity, structure, safety, friendships with peers, and support from staff who understood their needs. They could not cope with going to different places for various activities.</p> <p>The potential loss of existing friendship groups and specialist staff expertise enjoyed in the current day service were also cited as potential adverse impacts.</p> <p>There was some concern from a relatively small proportion of service users for proposals involving the integration of different service users such as people with dementia, challenging behaviour or very complex needs.</p> <p>Limited availability of alternative services in the short term, and a lack of specialist services for people with dementia were also identified as potential adverse impacts.</p> <p>Fears and concerns around managing personal budgets, many users and carers were unclear about how personal budgets worked, and felt that personal budgets could be a source of anxiety, needing time and support.</p>	<p>All service users with a social care need will continue to receive services to meet this need, although there may be changes in the provision of day services to meet this need, such as an alternative building/hub or a more community based service. A review of the assessed needs of clients will take place, once the new model has been established, to ensure the most appropriate services and opportunities are provided to meet identified individual needs</p> <p>Phase 1 of the recommended proposal would ensure service users are moved together in groups and appropriate support is provided in implementation, staff would also initially move with service users, these measures will allow service users to maintain networks and support groups.</p> <p>The proposed recommendations will continue to protect the most vulnerable groups with day service provision through specialist services.</p> <p>Mitigation will be achieved through market development initiatives with the voluntary sector and other day service providers set out in the Cabinet report.</p> <p>To mitigate this potential impact detailed information will continue to be provided by staff and care managers to service users and carers who do not currently receive a personal budget. However, it should be noted that at present, 389 clients are in receipt of a day care personal budget, of which 62% (129) have a managed account. People will be provided</p>
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			<p>Currently in-house day service activities do not match all of the needs of young people coming through transition, who have expressed the need for activities that will help in gaining employment as well as more sports and social activities.</p> <p>The benefit of respite whilst service users attend a day service, was seen as an important element of independent living enabling carers to continue to support service users within their own homes.</p>	<p>support throughout the process of using My Community e-Purse to access personal budgets in a safe way</p> <p>As part of market development appropriate services for younger people will be developed and the travel training commenced in Kenmore will be rolled out to other service users.</p> <p>In the consultation meetings all attendees were reassured that all service users with an assessed need for a day service will continue to receive a service, although this may be in an alternative building/hub or more community based. All service users and carers will receive regular and timely communication through communication outlining any Cabinet decisions and if there are changes to services, how and when these changes will be implemented.</p>
Disability (including carers of disabled people)			<p>Frameworki records show that all 10 clients at Bedford House, 35 at Byron NRC, 8 at Gordon Avenue, 34 at Kenmore NRC and 38 at Vaughan NRC had a learning disability as their primary disability. Of the 70 clients at Bentley, the primary disability was a physical disability for 61 clients, learning disability for 8 clients and mental health for one client.</p> <p>The potential adverse impacts and actions for mitigation in the row above also apply to clients with a disability, as well as the following.</p> <p><b>Positive:</b></p> <p>People with more complex needs will be able to access day services closer to home rather than having to travel out of borough</p> <p><b>Adverse:</b></p> <p>Some clients with Autism may be impacted upon due to difficulties in managing change</p> <p>Some service users with a physical disability stated that any</p>	<p>Good implementation planning by working closely with service users, carers and day centre staff</p> <p>All current buildings are DDA (Disability Discrimination Act)</p>

			change of day service building, could impact on wheelchair users and people with mobility issues	compliant and any modifications made would ensure DDA compliance.
Gender Reassignment	Non identified	Non identified		
Marriage and Civil Partnership	Non identified	Non identified		
Pregnancy and Maternity	Non identified	Non identified		
Race		Non identified	<b>Positive:</b>  Through the use of personal budgets service users will be able to choose from a wider range of culturally specific services, as the market develops	We will develop the market to ensure a range of facilities are made available to meet cultural and religious needs of the community in Harrow
Religion or Belief	Non identified	Non identified		
Sex	Non identified		<b>Staff –Adverse:</b>  There is a potential adverse impact to staff during implementation due to gender balance (the male/female ratio is 24%/76%). This is similar to the overall balance within the council.	This will be considered in full in the EQIA as part of Managing Organisational Change, in the implementation stage, if Cabinet decides to make changes to current services
Sexual Orientation	Non identified	Non identified		
Other (please state)	Non identified	Non identified		
<b>9. Cumulative impact</b> – Are you aware of any cumulative impact? For example, when conducting a major review of services. This would mean ensuring that you have sufficient relevant information to understand the cumulative effect of all of the decisions. <b>Example:</b> A local authority is making changes to four different policies. These are funding and delivering social care, day care, and respite for carers and community transport. Small changes in each of these policies may disadvantage disabled people, but the cumulative effect of changes to these areas could have a significant effect on disabled people's participation in public life. The actual and potential effect on equality of all these proposals, and appropriate mitigating measures, will need to be considered to ensure that inequalities between different equality groups, particularly in this instance for disabled people, have been identified and do not continue or widen. This may include making a decision to spread the effects of the policy elsewhere to lessen the concentration in any one area.			The Fairer Charging Policy, which was introduced in April 2012. During 2012/13 a total of 35 service users stopped attending their day service and cited the introduction of the Fairer Charging policy as the reason. All 35 service users who left were subsequently contacted to ensure that there were no safeguarding issues as a result of non attendance  Introduction of charging for transport since April 2012 has had an effect on reducing number of users. Users who have taxicards often prefer to save their rides for critical journeys like hospital appointments. There is also a consultation ongoing at present which proposes to reduce the number of taxicard rides made available.  Some current Harrow Day Service users may have to move home as a result of the recommendations of the Learning Disability Homes consultation 2012, the implementation of this begins in spring/summer 2013. Individual consideration for these service users will be made prior to changes, for example, ensuring particular focus on support arrangements for people affected by residential changes alongside day services.	

					Some service users and carers in the consultation stated that the recent changes to Universal Credits may have a cumulative impact as well as the new Housing Benefits and the effect of having a spare bedroom, which was referred to as the 'bedroom tax'.				
10. How do your proposals contribute towards the requirements of the Public Sector Equality Duty (PSED), which requires the Council to have due regard to eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between different groups. (Include all the positive actions of your proposals, for example literature will be available in large print, Braille and community languages, flexible working hours for parents/carers, IT equipment will be DDA compliant etc)									
Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010		Advance equality of opportunity between people from different groups		Foster good relations between people from different groups		Are there any actions you can take to meet the PSED requirements? <i>(List these here and include them in the Improvement Action Plan at Stage 5)</i>			
<p>The proposals and consultation were developed carefully in order to prevent unlawful discrimination. Both written and spoken information were delivered in user-friendly manner in order to support greater and meaningful involvement.</p> <p>The only request for the questionnaire to be translated, was into Gujarati, and a Gujarati version was made available to all Gujarati speaking service users and carers. Additionally Gujarati and Punjabi speaking Officers were on hand during the consultation meetings to translate as necessary.</p> <p>An additional consultation meeting took place at Bentley Day Service in Gujarati. At the consultation meeting at Maya and Anjali Day Services Council Officers facilitated smaller group sessions in Gujarati, Hindi and Punjabi were facilitated.</p>		<p>This review aims to deliver a new model of day provision which is high quality and supports service users to live as independently as possible and to increase choice and control through personal budgets.</p> <p>Personal Budget holders will be able to purchase services tailored to meet individual needs, including first language communication, as the market develops</p> <p>The personalisation agenda as outlined in <b>Putting People First (2007)</b>. In January 2011 the <b>Think Local, Act Personal</b> Partnership built upon Putting People First with an updated framework for delivering more personalised social care. This framework expressed the need for greater control and flexibility for children in transition to adult services. The proposals set out in point 19 will contribute to this.</p>				<ul style="list-style-type: none"><li>• Ensure that service monitor all nine protected characteristics</li><li>• The needs of older service users and those with learning and physical disabilities as well as mental health is addressed within the proposed new service model</li><li>• The needs of Black and Minority Ethnic Communities are also addressed in the design and implementation of the new services model including new and existing service users from the Somali, Tamil, South Asian and Eastern European communities who will be able to choose culturally specific services through personal budgets as the market develops</li><li>• The identified day care needs of all current and future service users will be continue to be met</li></ul>			
11. Is there any evidence or concern that your proposals may result in a protected group being disadvantaged (please refer to the Corporate Guidelines for guidance on the definitions of discrimination, harassment and victimisation and other prohibited conduct under the Equality Act)?									
	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation

Yes									
No									

If you have answered "yes" to any of the above, set out what justification there may be for this in Q12a below - link this to the aims of the proposal and whether the disadvantage is proportionate to the need to meet these aims. (You are encouraged to seek legal advice, if you are concerned that the proposal may breach the equality legislation or you are unsure whether there is objective justification for the proposal)

If the analysis shows the potential for serious adverse impact or disadvantage (or potential discrimination) but you have identified a potential justification for this, this information must be presented to the decision maker for a final decision to be made on whether the disadvantage is proportionate to achieve the aims of the proposal.

If there are adverse effects that are not justified and cannot be mitigated, you should not proceed with the proposal. (select outcome 4)

If the analysis shows unlawful conduct under the equalities legislation, you should not proceed with the proposal. (select outcome 4)

**Stage 4: Decision**

**12.** Please indicate which of the following statements best describes the outcome of your EqlA ( tick one box only)

<b>Outcome 1 – No change required: when the EqlA has not identified any potential for unlawful conduct or adverse impact and all opportunities to enhance equality are being addressed.</b>	
<b>Outcome 2 – Minor adjustments to remove / mitigate adverse impact or enhance equality have been identified by the EqlA. <i>List the actions you propose to take to address this in the Improvement Action Plan at Stage 5</i></b>	
<b>Outcome 3 – Continue with proposals despite having identified potential for adverse impact or missed opportunities to enhance equality. In this case, the justification needs to be included in the EqlA and should be in line with the PSED to have 'due regard'. In some cases, compelling reasons will be needed. You should also consider whether there are sufficient plans to reduce the adverse impact and/or plans to monitor the impact. (explain this in 12a below)</b>	
<b>Outcome 4 – Stop and rethink: when there is potential for serious adverse impact or disadvantage to one or more protected groups. (You are encouraged to seek Legal Advice about the potential for unlawful conduct under equalities legislation)</b>	
<b>12a. If your EqlA is assessed as outcome 3 or have ticked 'yes' in Q11, explain your justification with full reasoning to continue with your proposals.</b>	

**Stage 5: Making Adjustments (Improvement Action Plan)**

**13.** List below any actions you plan to take as a result of this impact assessment. This should include any actions identified throughout the EqlA.

Area of potential adverse impact e.g. Race, Disability	Action proposed	Desired Outcome	Target Date	Lead Officer	Progress
A fear or perception that current day service provision may be partially or fully withdrawn. Carers expressed strong views that the service user, they care for, needs the routine, familiarity, structure, safety, friendships with peers, and support from	All service users with an assessed need for a day service will continue to receive a service to meet this need, although this may be in an alternative building/hub or more community based. A review of the assessed needs of clients will take place, once the new model has been	Service user needs are met by the services provided under the new model. The proposed model will effectively target the most vulnerable, providing dedicated services to meet their day care	Dependent upon any decision made by Cabinet in July 2013	Implementation of approved recommendations will be led by the Assistant Director for Provider Services, Jonathan Price	

staff who understood their needs. They could not cope with going to different places for various activities.	established, to ensure the most appropriate day services and opportunities are provided to meet identified individual needs.	needs			
The potential loss of existing friendship groups and specialist staff expertise enjoyed in the current day service were also cited as potential adverse impacts.	Phase 1 of the recommended proposal would ensure service users are moved together in groups and appropriate support is provided in implementation, staff would also initially move with service users, these measures will allow service users to maintain networks and support groups.	Service user needs are met by the services provided under the new model.	Dependent upon any decision made by Cabinet in July 2013	Jonathan Price	
There were some concerns from a relatively small proportion of service users for proposal involving the integration of different service users such as people with dementia, challenging behaviour or very complex needs.	The proposed recommendations will continue to protect the most vulnerable groups with day service provision through specialist services.	The proposal will effectively target the most vulnerable, providing dedicated services to meet their needs	Dependent upon any decision made by Cabinet in July 2013	Jonathan Price	
Limited availability of alternative services in the short term, and a lack of specialist services for people with dementia were also identified as potential adverse impacts.	Mitigation will be achieved through market development initiatives with the voluntary sector and other day service providers set out in the Cabinet report.	A full range of day opportunities are made available to maximise choice	Dependent upon any decision made by Cabinet in July 2013	Thom Wilson	
Fears and concerns around managing personal budgets, many users and carers were unclear about how personal budgets worked, and felt that personal budgets could be a source of anxiety, needing time and support.	To mitigate this potential impact detailed information will continue to be provided by staff and care managers to service users and carers who do not currently receive a personal budget. However, it should be noted that at present, 389 clients are in receipt of a day care personal budget, of which 62% (242)	Good information and understanding of personal Budgets for service users and carers. Simplified systems in place	Dependent upon any decision made by Cabinet in July 2013	Visva Sathasivam Jonathan Price	

	have a managed account. People will be provided support throughout the process of using MyCommunitye-Purse to access personal budgets, the wider access to services and to activate automated payments				
Currently in-house day service activities do not match all of the needs of young people coming through transition, who have expressed the need for activities that will help in gaining employment as well as more sports and social activities.	As part of market development appropriate services for younger people will be developed and the travel training commenced in Kenmore will be rolled out to other service users.	More targeted services for young people with a range of independent and employment focused opportunities	Dependent upon any decision made by Cabinet in July 2013	Thom Wilson Jonathan Price	
The benefit of respite whilst service users attend a day service, was seen as an important element of independent living enabling carers to continue to support service users within their own homes.	In the consultation meetings all attendees were reassured that all service users with an assessed need for a day service will continue to receive a service, although this may be in an alternative building/hub or more community based. All service users and carers will receive regular and timely communication through communication outlining any Cabinet decisions and if there are changes to services, how and when these changes will be implemented.	The benefits of respite for carers as a result of day service provision will be taken into consideration as part of support planning	Dependent upon any decision made by Cabinet in July 2013	Visva Sathasivam	
Some service users with a physical disability stated that any change of day service building, could impact on wheelchair users and people with mobility issues	All current buildings are DDA (Disability Discrimination Act) compliant and any modifications made would ensure DDA compliance.	Ensure continued DDA compliance	Dependent upon any decision made by Cabinet in July 2013	Jonathan Price	
Some clients with Autism may be impacted upon due	Good implementation planning by working closely with service	Smooth transition from previous to new service	Dependent upon any decision made by	Jonathan Price	

to difficulties in managing change	users, carers and day centre staff		Cabinet in July 2013		
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### Stage 6 - Monitoring

The full impact of the decision may only be known after the proposals have been implemented, it is therefore important to ensure effective monitoring measures are in place to assess the impact.

<b>14.</b> How will you monitor the impact of the proposals once they have been implemented? How often will you do this? <i>(Also Include in Improvement Action Plan at Stage 5)</i>	<ul style="list-style-type: none"><li>• Service users will continue to be monitored via annual reviews. However if any service user moves they will be reviewed at week 6 following the move. Discussions are taking place regarding potential to take a 'patient experience approach' to assess people's experience of any change that may take place if a decision is made that necessitates change for individuals.</li><li>• Contract monitoring is in place for local services.</li><li>• A project group to monitor the in-house residential review and to act as 'critical friend' regarding the process will continue to meet and advise on the ongoing process should change take place following any decision made by Cabinet.</li></ul>			
<b>15.</b> Do you currently monitor this function / service? Do you know who your service users are?	Yes		No	
<b>16.</b> What monitoring measures need to be introduced to ensure effective monitoring of your proposals? <i>(Also Include in Improvement Action Plan at Stage 5)</i>	As 14 above			
<b>17.</b> How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 5)</i>	<p>In order to ascertain a holistic understanding of the quality of our services, a QA quadrant model and review tool (QAQ) was developed. This is based upon four key areas: independent challenge, provider challenge, professional challenge and consumer/citizen challenge.</p> <p>The Local Account is an important tool for the public to use in holding the local authority to account for how money is spent and on the quality of the services it provides.</p> <p>During 2012/13 we have established a group of Harrow residents that include people who use services along with those who don't. They work with us to develop the Local Account throughout the year. The outcome of this review will be reflected in the Local Account.</p> <p>Harrow is already nationally recognised as a leader in quality assurance, having been recognised by the MJ for pioneering work including the Quality Assurance Quadrant approach.</p>			



	<p>Adult Services is now building upon this success by creating a Safety Helix as our response to the national challenge for a “safety yardstick”. The system will move us from strategic level quality assurance to a granular approach in which we are able to bring together data to assure ourselves of the safety of each individual. This will be achieved by ensuring each and every service user is contacted at least three times a year, during which they will be asked about their safety and wellbeing. This is currently at concept stage and we will discuss in more detail in future Improvement Boards.</p>
<p><b>18.</b> Have you received any complaints or compliments about the policy, service, function, project or proposals being assessed? If so, provide details.</p>	<p>24.2.2013 – E mail from a family member of a service user at Bedford House expressed concerns that some service users will not be able to manage a personal budget and that personal budgets could be used as a means of increasing family income at the expense of a day service for the client. Also that many aging carers and service users would not benefit from a change in current service and the regular known structure of day service provision. The family member met with Council Officers to discuss these concerns on 6.4.13</p> <p>20.3.2013 – Letter from a family member of a service user at Kenmore, was particularly concerned that an aim of the consultation is to save money by reducing services for service users, who may have communication difficulties or limitations, and are less able to voice their opposition to the financial savings planned.</p> <p>Questionnaires – There were comments by some respondents that the questions were ‘loaded’ to help support the proposals and minimise negative comments</p> <p>Consultation meetings – there were a number of positive comments that the meetings were very informative and helpful in explaining the difference the proposals would make and that attendees felt that council Officers listened to their views.</p>
<p><b>Stage 7 – Reporting outcomes</b></p> <p>The completed EqIA must be attached to all committee reports and a summary of the key findings included in the relevant section within them.</p> <p>EqIA’s will also be published on the Council’s website and made available to members of the public on request.</p>	

<p><b>19. Summary of the assessment</b></p> <p><b>NOTE:</b> This section can also be used in your reports, however you must ensure the full EqlA is available as a background paper for the decision makers (Cabinet, Overview and Scrutiny, CSB etc)</p> <p>What are the key impacts – both adverse and positive?          Are there any particular groups affected more than others?          Do you suggest proceeding with your proposals although an adverse impact has been identified? If yes, what are your justifications for this?          What course of action are you advising as a result of this EqlA?</p>		<p>Officers recommend that the Council proceed with the following proposal for each of the in-house Day Care Services as follows:</p> <ul style="list-style-type: none"> <li>• Byron Neighbourhood Resource Centre - A specialised service will be provided for people with a learning disability including challenging behaviour and Autism</li> <li>• Kenmore Neighbourhood Resource Centre - Complex Physical/Sensory Disability specialism</li> <li>• Vaughan Neighbourhood Resource Centre - A specialised service will be provided for people with a learning disability and complex needs.</li> <li>• Milmans Neighbourhood Resource Centre - A specialised service for older people including people with dementia</li> </ul> <p>That the council ceases to use the following buildings as a day service for vulnerable adults, and the actions identified for each:</p> <ul style="list-style-type: none"> <li>• Bentley Neighbourhood Resource Centre – Cabinet are asked to give approval to consider disposal of this property</li> <li>• Gordon Avenue Day Service Close – Officers will negotiate with the owner of the property in relation to arrangements for changing/ending use</li> <li>• Bedford House Day Service - The building will continue to be used as a permanent residential care home for ten people with a learning disability. In a future report Cabinet may be asked to consider an alternative provision for these ten people and disposal of the property</li> </ul> <p>A number of voluntary organisations and groups including the Harrow Asian Deaf Cub use day centres for meetings and activities. Any groups using these buildings will be impacted. To mitigate any impact, Council Officers will work directly with voluntary organisations and groups impacted to help identify suitable alternative premises during the implementation stage. This will include the consideration of using Harrow Council buildings.</p>	
<p><b>20. How will the impact assessment be publicised? E.g. Council website, intranet, forums, groups etc</b></p>		<p>Council Website</p>	
<p><b>Stage 8 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)</b></p>			
<p><b>The completed EqlA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.</b></p>			
<p><b>21. Which group or committee considered, reviewed and agreed the EqlA and the Improvement Action Plan?</b></p>		<p>Equality Impact Assessment Quality Assurance Group – 1 July 2013</p>	
<p>Signed: (Lead officer completing EqlA)</p>	<p>Bridget Bergin</p>	<p>Signed: (Chair of DETG)</p>	
<p>Date:</p>	<p>31 May 2013</p>	<p>Date:</p>	

## Appendix 1. Numbers of people in attendance at each event

Venue	Date	Service Users in attendance	Family members, advocates and key workers in attendance	Staff
Milmans NRC Staff	20 February	N/A	N/A	13
Milmans NRC Users and carers	20 February	19	4 volunteers plus 1 advocate	N/A
Byron NRC staff	28 February	N/A	N/A	12 + 1 union rep
Byron NRC users and carers	28 February	25	0	N/A
Milmans NRC users and carers	4 March	14	2 carers	N/A
Bedford House Day Service Staff	6 March	N/A	N/A	4
Bedford House Day Service users and carers	6 March	(zero) 0	3 carers	N/A
Bentley Day Service staff	7 March	N/A	N/A	11 + 1 union rep
Bentley Day Service users and carers	7 March	24	1 carer	N/A
Bentley Day Service users and carers	13 March	18	2 carers	N/A
Shaftesbury High School	18 March	8	N/A	N/A
Welldon Activity Group users	19 March	18 (inc 2 non-verbal)	3 staff in attendance	N/A
Bentley Day Service users and carers For Gujarati speakers	20 March	5	4 carers plus 2 staff in attendance	N/A
Bentley Day Service Users committee	20 March	7	1 staff in attendance	N/A
Gordon Avenue Day Service Staff	21 March	N/A	N/A	4
Gordon Avenue Day Service users and carers	21 March	(zero) 0	3 carers plus 1 staff in attendance	N/A
Vaughan NRC Staff	26 March	N/A	N/A	10 + 1 union rep
Vaughan NRC users and carers	26 March	26	3 carers	N/A
Sancroft: Maya/Anjali users	28 March	28	4 staff in attendance	N/A
Shaw Trust users	2 April	3	1 staff in attendance	N/A
Sheltered accommodation residents	3 April	17 reps from sheltered housing accommodation	N/A	N/A
Carers meeting in St Peter's Church	5 April	N/A	33 carers	N/A
Tanglewood	8 April	70 approx	N/A	N/A
Byron Park NRC users and carers	9 April	22	3 staff in attendance	
Changes Nightclub	10 April	Questionnaires distributed	N/A	N/A
Additional users and carers session at Civic 1	10 April	1	8 carers	N/A
Kenmore NRC staff	11 April	N/A	N/A	6
Kenmore NRC users and carers	11 April	22	3 carers	N/A
Sancroft: Byron users	15 April	11	1 carer plus 3 staff in attendance	N/A
Additional staff session at Civic 1	16 April	N/A	N/A	(zero) 0
Kingsley High School	2 May	18	N/A	N/A

## Appendix 2. Profile of respondents to accessible questionnaire

A total of 164 completed questionnaires were received. The table below provides a breakdown of information provided by those respondents that chose to provide this.

Respondent			Age		
Day Service User	107	65%	Under 16	8	5%
Carer	21	12%	16-24	7	4%
Family member	17	10%	25-44	36	22%
Special School student	10	6%	45-64	64	39%
Volunteer	3	2%	65+	42	26%
Advocate	1	1%	Did not answer	7	4%
Council Staff	1	1%	<b>Total</b>	<b>164</b>	<b>100%</b>
Voluntary organisation	1	1%			
Did not answer	3	2%	<b>Sex</b>		
<b>Total</b>	<b>164</b>	<b>100%</b>	Female	69	42%
			Male	76	46%
			Did not answer	19	12%
<b>Ethnicity</b>			<b>Total</b>	<b>164</b>	<b>100%</b>
Asian: Indian	47	29%			
White: British	43	26%			
Black: Caribbean	12	8%	<b>Service used by the respondent or person they care for</b>		
White: Irish	10	6%	<i>Harrow Council Service</i>		
Asian: Pakistani	10	6%	Bedford	1	1%
Other Asian background	7	4%	Bedford & Vaughan	1	1%
Mixed : White and Asian	5	3%	Bentley NRC	20	12%
Asian: Sri Lankan	2	1%	Bentley NRC & Byron Day Centre	1	1%
White and Black Caribbean	2	1%	Bentley NRC & The Bridge	1	1%
Other Iranian	2	1%	Byron NRC	11	7%
Black: African	2	1%	Byron NRC & Anjali	1	1%
Other Arab	1	1%	Byron NRC & Gordon Avenue	1	1%
Did not answer	21	13%	Gordon Avenue	1	1%
<b>Total</b>	<b>164</b>	<b>100%</b>	Kenmore NRC	8	5%
			Kenmore NRC, Harrow Activity Centre & Harrow College	1	1%
<b>Disability</b>			Milmans	22	13%
Yes	119	73%	Milmans NRC & Byron Day Centre	2	1%
No	29	18%	Vaughan NRC	12	7%
Did not answer	16	9%	<i>Other Service Provider</i>		
<b>Total</b>	<b>164</b>	<b>100%</b>	Anjali	1	1%
			Byron Day Centre	1	1%
<b>Religion and belief</b>			Byron Day Centre & Shaw	1	1%
Christianity (all denominations)	60	37%	Byron Day Centre, Shaw & Other	1	1%
Hinduism	40	24%	Do not use an Adult Day Service	20	12%

Islam	12	7%	Harrow Activity Centre	30	18%
No religion / Atheist	7	4%	Other - Harrow college	1	1%
Jainism	5	3%	Shaw	1	1%
Buddhism	2	1%	Sneh Care	22	13%
Sikh	1	1%	Sneh Care & APDA	1	1%
Did not answer	37	23%	The Bridge	1	1%
<b>Total</b>	<b>164</b>	<b>100%</b>	<b>Total</b>	<b>164</b>	<b>100%</b>