

Report of **Director of Adult Social Services**

Report to **Executive Board**

Date: **15th February 2013**

Subject: **Transforming Day Provision for People with Mental Health Needs**

Are specific electoral Wards affected? If relevant, name(s) of Ward(s): Hyde Park & Woodhouse, Armley and City and Hunslet	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for Call-In?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. This report follows the Executive Board of February 2011 titled 'The Future of Mental Health Day and Accommodation Services'. Executive Board requested that further consultation be undertaken and that a further report is submitted detailing the outcomes from the consultation process.
2. This transformation programme has been strongly influenced by recent national policy drivers, most recently an updated Mental Health Strategy launched on 2 February 2011: No Health without Mental Health. The strategy outlines how an emphasis on early intervention and prevention will help tackle the underlying causes of mental ill-health. The themes within the strategy are central to 'A Vision for Adult Social Care,' 2010, which sets out a new agenda for Adult Social Care (ASC) in England, where services are more personalised, more preventative and more focused on delivering the best outcomes for the people who use them. The messages set out within these reports are central to the philosophy and objectives of the proposed Mental Health Recovery Service for Leeds.
3. More locally within ASC, 'Better Lives' for People in Leeds themes have been devised to reflect and develop the Council Blueprint through creating the means by which people in Leeds can live 'Better Lives' than they do now. The vehicles for delivery of this ambition are the Better Lives themes through enterprise; housing, care and support; and integration. The mental health transformation programme fits under the housing, care and support theme.

4. The primary aim of this transformation programme is to deliver a recovery model aimed at keeping people well and offering a more varied choice of service provision. The service will work with each person to understand what keeps them well. It will strive to make sure that the service user is at the heart of developing their own support plan, working towards building a fulfilling life, wishes, aspirations and goals. This report demonstrates that service improvement is possible whilst at the same time delivering cashable savings for the Authority.

Recommendations

Members of the Executive Board are asked to note the content of this report and agree the following recommendations:

1. Note the content of this report and the very extensive and wide ranging consultation undertaken.
2. Agree the implementation of the proposed Mental Health Recovery Service model as described in this report.
3. Agree the proposals in respect of the asset bases:

Lovell Park to become a mental health hub

Stocks Hill co-locates with partner organisation/s

The service currently delivered from The Vale moves to Tunstall Road and The Vale is declared surplus to requirements for ASC. Consideration of use of a proportion of the capital receipt to fund improvements to Stocks Hill should be given once the service configuration is defined.

4. Agree to the implementation of the proposals and a move towards the new model from April 2013 through to December 2013.

Purpose of this report

- 1.1 The report provides the Executive Board with information on the outcome of the extensive consultation and detailed feedback from the various stakeholders: those who use the services affected, carers, staff, Trade Unions and Elected Members.
- 1.2 The report makes recommendations for both the proposed Mental Health Recovery Service for Leeds and proposals in relation to the asset bases.
- 1.3 The report provides information on the future commissioning of the voluntary sector mental health services.

2 Background information

- 2.1 The Leeds Mental Health Needs Assessment, 2011 found that patterns of mental health in Leeds broadly reflect the national picture. However, it did highlight some significant inequalities within the city. Higher levels of poor mental health and wellbeing were linked to deprivation and one in five people in Leeds were living in areas that were amongst the 10% most deprived in England. These areas have amongst the highest levels of deprivation, unemployment and numbers of households receiving benefits.
- 2.2 In terms of funding ASC currently invest 1.5m in the mental health voluntary sector services and 1.4m to the in-house mental health services.
- 2.3 The Council currently provide three traditional building based day services:

Service	Ward
Lovell Park, Wintoun Street, LS7 1DA	Hyde Park & Woodhouse
Stocks Hill, Chapel Lane, Armley, LS12 8DJ	Armley
The Vale, Church Street, Hunslet, LS10 2AY	City & Hunslet

There is also a Community Alternative Team (CAT) which has evolved over the past 15 years and work city wide, predominately in community settings offering a range of activities. These activities include a walking group, a range of sporting activities, social and therapeutic groups, self-help and drop-ins. The CAT staff team are based in each of the day centres described above and have recently begun to work much more closely with the day centres to offer a greater variety of choice to service users.

Two examples of success stories are below:

One service user accessed the weekly Muscels group and as a result obtained the one to one support to help him to apply for jobs and the encouragement to persist in completing for in excess of 100 applications. The service user has successfully gained paid employment.

One service user was frequently unaware of when they were becoming unwell and worked with their key worker using cognitive behaviour therapy to develop tools to manage their symptoms more effectively. They also gained the insight into their condition to develop a more stepped approach to their training and skills and how to keep themselves well.

2.4 Address of service users by ward:

Ward	Lovell	Stocks Hill	The Vale	Totals:
Adel & Wharfedale	0	3	0	3
Alwoodley	3	1	0	4
Ardley & Robin Hood	0	0	8	8
Armley	1	34	2	37
Beeston & Holbeck	6	2	38	46
Bramley & Stanningley	0	25	1	26
Burmantofts & Richmond Hill	14	7	2	23
Calverley & Farsley	0	0	0	0
Chapel Allerton	8	0	1	9
City & Hunslet	2	2	28	32
Cross Gates & Whinmoor	6	0	1	7
Farnley & Wortley	1	27	2	30
Garforth & Swillington	5	0	2	7
Gipton & Harehills	18	0	3	21
Guiseley & Rawdon	0	0	0	0
Harewood	2	0	0	2
Headingley	1	0	0	1
Horsforth	1	2	0	3
Hyde Park & Woodhouse	9	3	0	12
Killingbeck & Seacroft	12	0	6	18
Kippax & Methley	1	0	0	1
Kirkstall	1	3	0	4
Middleton Park	2	0	28	30
Moortown	6	1	0	7
Morley North	1	1	4	6
Morley South	0	0	18	18
Otley and Yeadon	1	0	1	2
Pudsey	1	10	0	11
Rothwell	0	1	6	7
Roundhay	6	0	0	6
Temple Newsam	9	0	0	9
Weetwood	1	2	1	4
Wetherby	0	0	0	0
Totals:	118	124	152	394

- 2.5 Lovell Park, Stocks Hill and The Vale have historically allocated 60 places each day; however the current average people on register at each of the centres is 135 and the daily attendance is 25 people. In addition to this, staff support and engage with service users using other methods such as telephone, e-mail, text and letters and visits.
- 2.6 An audit of service usage across all day services has revealed that some demographic groups, particularly younger people, do not make significant or proportionate use of the support services currently on offer. This trend is particularly pronounced within the in-house service. Many younger people with mental health needs attend the Market Place, a voluntary sector service and then move on to access a personal budget, volunteering and employment and receive their support network through Twitter, Facebook and Skype.
- 2.7 The Vale day centre also supports the New Leaf and the Horticultural Group. New Leaf is a Community Interest Company (registered with Companies House). It offers direct employment and volunteering opportunities for people with mental health needs which results in people gaining valuable skills and experience. By working with new leaf people have stability and are enabled to build their confidence. This contributes to their recovery and empowerment. The Horticultural Group is a small nursery run by people with mental health needs. The project grows plants and vegetables for indoors and outdoors. The group provides physical and mental stimulation and an opportunity to socialise with others whilst gardening. The members of these groups have expressed a wish to continue to be based with the service if it were to move to new premises.
- 2.8 Stocks Hill day centre host the DOSTI service which provides a culturally sensitive mental health support service to Asian women in Leeds, aged eighteen and over. It provides a combination of individual case management support and group work. DOSTI are not charged for the use of the premises and other services such as, administrative support and kitchen facilities. It is proposed that DOSTI continues to use Stocks Hill as a base and ASC will continue to work flexibly in order for DOSTI to meet the needs of the women who use the service.
- 2.9 The Mental Health Advisory Board was set up in March 2011 and as part of the constitution a co-chair role was created to be filled by a service user representative. The membership also includes cross party elected member involvement. ASC is committed to promoting co-production as a means to delivering effective change. Co-production has ensured that the proposed Mental Health Recovery Service has been developed fully with service users and stakeholders. In terms of the agenda, the group have had discussions around the mental health pathway, services in Leeds and models provided in other Local Authorities.
- 2.10 Reviews/consultations were undertaken with service users at Lovell Park, Stocks Hill and The Vale day centres. These were carried out by staff members between July and November 2011. The idea of change is very challenging to many, however the numbers of people engaging with the reviewing process indicated that they are willing to consider new ways of providing services. At the same time they identified what they do not want to lose and what they may be interested in engaging with in the future. Service users helped develop the guidance sheets used clarifying what needed to be recorded. Information sheets were supplied to all staff and service users covering the different ways in which support is provided by mental health services based in buildings or in the community. 276 service users took part in this process.

2.11 Below are some examples services users gave for using the service:

- Help monitor and maintain stability in mental health and recovery
- For social contact/to address isolation
- To access peer support
- To access 1:1 support (professional)
- Staff support/staff input

Below is the type of support service users stated they would use in future:

- Having access to one to one support from a professional / safe space
- Peer support
- Access to community based services
- Volunteering/employment
- Social and educational groups
- User-led groups

2.12 A team of social workers reviewed the forms for an indication of considering Eligible Needs under the current criteria. An analysis of the forms showed that 20% of service users had eligible needs under the current 'Fair Access to Care' criteria of meeting substantial/critical need and 80% did not. This clearly demonstrates that many of the current service users of the in-house mental health day services have low to moderate level support needs in relation to their mental needs. However, and unlike most disabilities, mental well-being can vary and fluctuate, and this variability needs to be taken into account when considering eligibility.

2.13 ASC commissioning have undertaken a review of commissioned information and peer support/befriending services for mental health in Leeds and have identified gaps in provision. The in-house mental health service has made available £30k for commissioning to grant fund an organisation to provide a pilot peer support and befriending service for a 12 month period.

2.14 A tour of some of the learning disability community bases was arranged for members of the Mental Health Advisory Board in April of this year, and in September service users visited the Clubhouse mental health service in Stoke on Trent. These visits were useful in terms of engaging people in looking at new ways of working and identifying successful benefits and outcomes.

3 Main issues

Future model of service proposals

3.1 Further formal consultation was undertaken from September - December 2012 for all service users and a range of stakeholders.

The proposals were built from the feedback received from service users during the earlier reviews/consultation as described in point 2.10 and are as follows:

The Mental Health Recovery Service, which was verified by the Mental Health Advisory Board, will offer:

- Peer support/Safe spaces
- Staff led recovery groups
- User led recovery groups
- One to one work
- Signposting to other services
- Support pathways through acute services

The Mental Health Recovery Service will be designed to support service users to progress along a path towards achieving recovery as determined by their mental health need. See appendix 1 for the service descriptions.

3.2 The proposal to the asset bases are set out as follows:

- Lovell Park to become a mental health hub and be a welcoming, multi-purpose space where co-working and hosting with other organisations takes place. It would offer office and a social space, a place for user and staff led groups and one to one support. The service would also host the signposting and information service for the city.
- Stocks Hill has options in relation to sharing the building with other organisations given the outcome of a recent condition survey which identified an overall satisfactory building assessment. Interest has currently been shown by Leeds Community Healthcare, Learning Disability Community Support Service and Children's Services. Stocks Hill will be responsible for delivering the proposed Mental Health Recovery Service in this area of the city. DOSTI will continue to be offered accommodation within the building.

The Vale has less potential given the recent condition survey which highlighted the need for substantial investment of £280k to ensure the building would have a ten year lifespan. ASC would declare the site surplus their operational use and that Corporate Property Management would work to look at future use of the site and disposal. There would be no initial plans to demolish the site pending any review of future use and any proposed marketing would include the building remaining in situ.

Consideration should be given to ring-fencing an amount of the capital receipt to undertake the necessary works at Stocks Hill to ensure the building meets future requirements. At this stage, the service configuration of Stocks Hill has yet to be defined and will be subject to survey and preparation of costing.

- An alternative location for the service in the South of the city has been pursued and a viable alternative has been found. The alternative is a Leeds City Council building at Tunstall Road Community Centre, currently used by the Employment Skills Service who operates a Job Shop and Employment Service. This team will relocate to Dewsbury Road and the timescale for this will be agreed by both parties.
- There has been an approach from a third sector organisation who are interested in using the Vale. At this stage, it is too early to speculate as to whether this would be a viable option, the site would be declared surplus and handed over to Corporate

Property Management who would look at all options for future use or sale of the site.

- Tunstall Road has been offered as an alternative to the Vale and is in excellent condition having recently been refurbished to a high standard by the current occupiers. The site is located approximately 1 mile East of Leeds City Centre in the Beeston/Cross Flatts Area of Leeds. The geographical location has proven popular with service users and many live in the local area. There are really good bus routes and public transport, access to a car park and the site is close to lots of local amenities. Internally the building lends itself to providing flexibility for the service to offer a range of activities. The building opens to a main entrance area with automated door access and ramped access provision which leads to a reception and open plan IT suite. There are also accessible compliant toilet facilities, a fully fitted catering kitchen, a conference room, smaller meeting rooms and a large community hall. There would be sufficient space to also accommodate both New Leaf and the Horticultural group at this site.
- Fifty eight service users from the Vale visited the site during November and December 2012 and are happy to accept this as an alternative asset base. A small amount of work is required including fencing to the outer perimeter of the site and this equates to £36k. This service will be responsible for delivering the proposed Mental Health Recovery Service in this area of the city.

3.3 Staff will strive to adopt a flexible working relationship with all service users and the following areas will be integral to all interventions:

- supporting the person to take control of their life, ownership of their support and equip them with the skills needed to manage their own mental health
- focus will be placed upon the persons qualities, wishes and aspirations rather than their limitations
- working with the person to instil a belief in the future and build a life that is fulfilling and meaningful to them
- supporting the person to use their strengths and abilities to help them to achieve their goals
- encouraging hope for the future, where recovery seems achievable.

3.4 Staff will work with service users to improve their access to community resources and increase community opportunities, whilst still providing access to 'safe space'. The importance of 'safe space' was highlighted by many service users who took part in the individual review/consultations and formal consultation.

3.5 Whilst staff will be required to work in different ways, but encouragingly in ways which they are already beginning to embrace, the current cohort of staff will not be at risk through these transformation changes.

3.6 The current numbers of front line staff in post at present will be required to deliver the Mental Health Recovery Service

Future service outcomes

3.7 Where appropriate support will begin with a comprehensive needs and risk assessment and the creation of a recovery focussed support plan using the Outcomes Star. The Outcome Star is a tool to assist service users and staff in the support planning process. It

can be used to: Identify which areas the service user would wish to work on, measure what changes have taken place and encourage service user ownership of their support plan. Some Service users may require more than one element of the service, therefore support will be flexible and people will not be expected to follow a rigid, pre-determined pathway.

- 3.8 The Mental Health Recovery Service will support the implementation of personalised services in line with the Leeds ASC personalisation agenda. The service will need to make sure that service delivery responds to this agenda and is flexible enough to take this into account practically and financially. The service will work in partnership with the Council to carry out this agenda.
- 3.9 The success of the Mental Health Recovery Service will be judged according to the difference that it has made to the lives of the people who use it. Consequently, the service will be outcome driven and will have the ultimate aim of supporting service users to achieve greater independence, improved mental wellbeing and a meaningful quality of life in the most appropriate setting. In addition to this, it will be necessary to review the Mental Health Recovery Service in line with the progress of service users to ensure that resources are aligned appropriately across mental health services within the City.
- 3.10 Quarterly monitoring information will be produced and stored electronically, which demonstrates that targets and outcomes are being achieved, using an agreed monitoring form. The monitoring form will include the following:
- numbers and demographics of people referred and assessing the service
 - number of people who used the service during the period
 - source of referrals received and the outcome of these referrals
 - waiting times for service users to access the service
 - number of service users that were not provided with a service during the period, with information relating to the reasons why services were not provided
 - details of interventions carried out, including attendance rates
 - numbers of service users who moved on from the service, with information as to whether the endings were planned or unplanned.
- 3.11 An annual summary of monitoring data will be provided by the service, drawing together the activity that has been carried out throughout the financial year.
- 3.12 The service will work in partnership with ASC commissioners of mental health services and will meet at three monthly intervals to discuss service activity and performance in greater detail.
- 3.13 The minimum expected service outcomes are based upon the six mental health objectives as set out in 'No Health Without Mental Health', 2011 and 'Transparency In Outcomes: a Framework for Quality in Adult Social Care, 2012'. The six mental health objectives are as follow:
- More people will have good mental health
 - More people with mental health needs will recover
 - More people with mental health needs will have good physical health
 - More people will have a positive experience of care and support
 - Fewer people will suffer avoidable harm
 - Fewer people will experience stigma and discrimination

The 2012 Adult Social Care outcomes are as follows:

- Enhancing quality of life for people with care and support needs
- Delay and reduce the need for care and support
- Ensuring that people have a positive experience of care and support
- Safeguarding adults.

Improved access to services

- 3.14 From the middle of July 2011 the referrals allocation process was changed. Previously referrals were made to one of the four services and there was not a specified standard entry criteria to each part of the service. A panel was implemented, clear entry criteria were detailed and these were shared with referrers.
- 3.15 In line with the recovery model a principle of supporting people in the most socially inclusive way possible was established.
- 3.16 The panel has recently been reviewed and a joint referral panel has been established with the voluntary sector mental health providers to ensure that all referrals are assessed according to their identified support needs.
- 3.17 It is proposed that those service users who do not have Fair Access to Care Services (FACS) eligible needs and currently attend the day centres will continue to be provided with a service. At the point in time of implementing the Mental Health Recovery Service all new referrals will be managed in the following way:
- Referrals for people with non FACS eligible needs will be sign posted to either low level services or the ASC Community Alternative Team
 - Referrals for people who have FACS eligible needs will initially be offered a service at a Mental Health Recovery Service safe space with the view to supporting people through to a community service and then on to independence.
- 3.18 It is proposed that service users are supported to recovery and do not become dependent on services. To encourage this, it is proposed that where a service user exits the service and becomes unwell again within a twelve month period, the individual can make contact with the last service they attended. Where the timeline is above twelve months an individual would be required to refer back to the joint panel.

Commissioning of voluntary sector services

- 3.19 Proposals are being put forward to the Director of Adult Social Services for the future of voluntary sector contracts for Mental Health Day and Community Support Services over the next five years. These proposals will further develop the choice and personalisation agenda for service users through increasing the options for personal budgets and self-directed support.
- 3.20 A strong partnership is being forged with service users and the voluntary sector in order for solutions to be co-produced.

- 3.21 A recent benchmarking exercise revealed that in mental health day services, the average spend in Leeds is below the comparator average. However the gross cost per person is higher in Leeds than that of neighbouring Authorities.
- 3.22 There will be a need to continually review the service provision in the City to ensure value for money, choice and quality.

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 The work undertaken by the ASC has been done in conjunction with other partners and Health service colleagues to ensure that a co-ordinated and integrated approach to service change and improvement is achieved. The consultation process has sought to gain the views of service users and stakeholders on the proposals and where appropriate adjust the plans accordingly.
- 4.1.2 In total 12 formal consultation sessions have been held within the day centres for all service users and stakeholders. The dates of these are as follows: 11th September, 16th & 17th October and 12th November 2012. Information packs were given to each attendee, which included copies of the presentation, additional information and a questionnaire. In addition to this there have been 9 workshops held with service users to offer more detail around the proposals and share and consult on the EDCI impact assessment. The dates of these are as follows: 12th September, 18th October and 13th November 2013.
- 4.1.3 Further formal consultation sessions with specific groups have also been held. These include: North CCG, Volition Board members, Joint Strategic Commissioning Group, HYPE younger persons group, DOSTI Asian women's group, ASHA Project for Bangladeshi women, Touchstone BME service user group, Touchstone Chinese Satellite Project, Trans Awareness Project, the Jewish Welfare Board and Willows Young Carers. The dates of these are as follows: 20th & 28th September, 8th, 22nd, 24th & 30th October, 8th & 20th November and 5th December 2012.
- 4.1.4 Formal staff consultation sessions were held on 23rd May, 26th June and 23rd October 2013 to explore new ways of working and asked for their comments, suggestions and ideas. At both the stakeholder and staff events the presentations have been supported and delivered in partnership with service user representatives from each of the day services.
- 4.1.5 Formal consultation sessions were held with the Trade Unions on 12th & 29th October, 19th November and 10th December 2012. In addition to this they have been invited to all the stakeholder events, staff events and are members of the Mental Health Advisory Board. The Information which has been provided to the Trade Unions is as follows: financial modelling including how we have saved a large proportion of the £280k savings and assumptions around how we will save the remaining 22%, condition surveys for both The Vale and Tunstall Road, high level options in relation to Stocks Hill, future staffing levels, proposals around which may be chargeable and non-chargeable services and a draft of the Equality, Diversity, Cohesion and Integration (EDCI impact assessment). Both UNISON and GMB have reported that they find the Mental Health Recovery Service broadly acceptable. UNISON have expressed some concerns in relation to the way in which the service will be delivered and the basis on which decisions have been made in formulating the proposals.

These concerns include the lack of detail within the consultation documents: financial modelling, staffing, assets and the EDCI impact assessment.

- 4.1.6 In total 500 consultation packs were distributed at the formal consultation events and 58 paper based questionnaires were returned. No responses were received electronically through the Council's consultation portal Talking Point.
- 4.1.7 Forty six of the responses stated that they thought the proposed Mental Health Recovery Service would meet their needs, 11 people did not answer the question. Some of the comments are shown below:

Do you think that the new service model will meet your/service user needs?
'the new service model is good and I feel we will get more support and understanding'
'change doesn't agree with me'
'I think having user led groups would be useful. Peer support would be good as we could support each other'
'let The Vale stay open'

- 4.1.8 Twenty five of the responses stated that they did not feel there is anything missing from the proposals and that they felt they had been given sufficient information. 16 people did not answer the question.

Some of the comments are shown below:

Do you think anything is missing from the proposed model? Do you have any suggestions to improve it?
'the proposed model is excellent'
"more work needs to be done around user led groups"
'I think all the needs are met and everything is very helpful. My keyworker gives me all the support I need'
'leave our day centres alone'

4.1.9 People were asked if they had any comments about the asset bases. Some of the comments are below:

Do you have any comments on the asset bases?
'I think a move from where it is will be a good thing, if done in the right way. So let's get on with it - new place needs to be brighter and more youth oriented'
'I would prefer to stay in the present building at the Vale. I find it difficult to cope with new environments due to my mental health needs'
'Most people do not enjoy change, but since The Vale H & S concerns there is no choice. Keeping us informed of what is happening and involved may help to stop the obvious rising panic. I feel a continuous service is very important'
'Keep The Vale open. Keep us all together'

4.1.10 Overall there appears to be an acceptance that the service changes will be positive, although the comments above do highlight some understandable concerns. Stocks Hill service users have been very flexible about sharing the building as they are pleased that there will still be a presence in the Armley area. At The Vale there are a very small number of people who are currently unwilling to accept that there needs to be changes in relation to the asset base.

4.1.11 Approximately 58 service users have visited the alternative asset base in the South of the city at Tunstall Road and are happy to accept this as an alternative to The Vale. They have said that the service provided and having familiar staff that they trust to support them is what is important. The small number of service users who are unhappy will continue to be offered a service at any of the ASC Mental Health Recovery Services.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 An EDCI impact assessment has been undertaken and its content and outcome can be found in appendix 2 which also includes the consultation outcome report. This EDCI impact assessment has been fully supported by the Council's Equalities Team.

The Council has a duty as defined in the Equality Act 2010. The main requirements under the Act are as follows:

A public authority must, in the exercise of its functions, have due regard to the need to:

(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;

(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

(c) foster good relations between persons who share a relevant protected characteristic and people who do not share it.

4.2.2 Giving due regard to equality, the proposed options were subject to an Equality Screening, and this concluded that they will potentially give rise to equality impacts particularly on those people with mental health needs their families and carers, whose day service is currently provided by the in-house mental health service. Staff will not be affected in that they remain in post, although will they be expected to work differently to deliver the Mental Health Recovery Service.

4.3 Council policies and City Priorities

4.3.1 The Executive Board of the February 2011 has already approved and given permissions to formally consult with all service users and stakeholders about the transformation and modernisation of the current in house mental health day services.

4.3.2 This report sets out how Council provided mental health day services need to be transformed, building on both the earlier detailed consultation which has taken place and the clear direction set by local initiatives such as the State of the City report and the City Priority Plan and national policy, notably Putting People First and No Health without Mental Health. The 'Better lives' programme outlines a strategic model of services for the future which is consistent with the proposals outlined for mental health day services.

4.3.3 The changes in the demographic make-up, needs and expectations of people with mental health needs in Leeds demand that new models of service continue to be developed within the resources available.

4.4 Resources and value for money

4.4.1 The Council is committed to ensure that both current and prospective service users are not disadvantaged as a consequence of the recommendations contained in this report.

4.4.2 The service has been requested to deliver the recommendations contained in this report, with an efficiency target of £280k in 2013/14. This is set against the in-house day service budget of £1.4m. The delivery of this saving will be achieved by reductions of £223k in the direct day service cost and the additional £57k from income and other reductions within the mental health service.

4.4.3 The relocation to Tunstall Road is anticipated to save 20k of premises running costs based on comparative costs in 2012/13. It will also save on backlog maintenance and refurbishment costs at the Vale which are approximately £280,000.

4.4.4 Significant efficiencies have already been made and will continue to be made; however this has meant considering additional use of the buildings by communities and organisations which would contribute towards the cost of the services. At Stocks Hill it is anticipated that sharing a proportion of the building will generate income of approximately £12k per annum. The Council has made significant investment into Lovell Park day centre following the move from Roundhay Road in November 2009. The scale of that investment has received positive feedback from service users and

other stakeholders as well as giving the service a boost in relation to promoting this attractive asset as the mental health hub

- 4.4.5 Over the past couple of years vacant posts within the in-house provider services have not been recruited to. The current staffing capacity across the four ASC services is 29.83 whole time equivalents

4.5 Legal Implications, Access to Information and Call In

- 4.5.1 The provision of in-house day service is not a statutory duty of the Council and therefore there are no explicit legal risks associated with providing for service users' needs in a different manner. However it is our responsibility to deliver appropriate and sufficient services in line with the eligibility criteria.
- 4.5.2 Executive Board decisions concerning the recommendations in this paper are subject to call-in.

4.6 Risk Management

- 4.6.1 Many of the service users have expressed some concern about the changes but are willing to work with us and engage with the process. A small minority are unhappy about potentially moving from the site at The Vale. Management teams and staff are working with these individuals in a pro-active manner and reaffirming that they will still have a service in the South of the city and the familiar staff that support them now, will relocate with them. A thorough consultation process has been undertaken and we are mindful of the feedback received and will take this into account as we prepare to implement changes.
- 4.6.2 If permission is given to move forward, the project will be delivered through a structured Delivering Successful Change project management approach including appropriate governance and risk management frameworks.

5 Conclusions

- 5.1 There has been extensive formal consultation around the proposals.
- 5.2 There is a general recognition that the service needs to change, modernise and become more attractive to those not currently accessing the service, specifically younger people. The focus should be on positive outcomes, recovery and keeping well.
- 5.3 Having reviewed the potential options for delivering the in house service, a proposal is put forward to reconfigure services maximising use of resources and moving towards a whole system approach to delivering support.
- 5.4 Overall current service users accept the need to change and will continue to receive a service. They will be offered the opportunity to fully participate in the implementation of the Mental Health Recovery Service model.
- 5.5 Upon approval from Executive Board, a mobilisation and implementation plan will be developed alongside service users and staff. This would be agreed and monitored by the Mental Health Advisory Board.

6 Recommendations

- 6.1 The Executive Board is recommended to:
- 6.2 Note the content of this report and the very extensive and wide ranging consultation undertaken.
- 6.3 Agree the implementation of the proposed Mental Health Recovery Service model as described in this report.
- 6.4 Agree the proposals in respect of the asset bases:
- Lovell Park to become a mental health hub
- Stocks Hill co-locates with partner organisation/s
- The service currently delivered from The Vale moves to Tunstall Road and The Vale is declared surplus to requirements for ASC. Consideration of use of a proportion of the capital receipt to fund improvements to Stocks Hill should be given once the service configuration is defined.
- 6.5 Agree to the implementation of the proposals and a move towards the new model from April 2013 through to December 2013.

7 Background documents¹

None

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.