

REPORT TO CABINET

Title: **PROPOSALS REGARDING THE BRIDGE THAT GAP SERVICE**

Date: 27 January 2011

Member Reporting: Councillor Dudley, Lead Member for Adult & Community Services

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Wards affected: All

1. SUMMARY

1.1 This report summarises the consultation responses to the proposal to transfer Bridge That Gap service to the Boyn Grove Community Resource Centre. It also summarises the Council debate on 21 December 2010 in relation to the petition, which resolved as follows:

- a) the decision and the petition be referred to Cabinet, to decide on the option for the future of the Bridge That Gap employment scheme.
- b) The Cabinet consider the results of the consultation when deciding the option for future for Bridge That Gap, with the addition of considering the option to retain Bridge That Gap at the Town Hall.

1.2 At Council on 7 December 2010, the petition “Save Bridge That Gap from closure” was presented with a request that it be debated by Council. At the same meeting a motion was also passed by the Council in response on 7 December 2010 as follows:

This Council notes the success of the Bridge that Gap café in providing opportunities for constructive interaction with the general public and authority employees and also clearly demonstrates the values of this Council.

The Council therefore resolves to make no negative change that reduces the job outcomes from those currently experienced by those residents working in Bridge That Gap and recognise the positive demonstration of the values of this Council to improve the opportunities for residents with learning disabilities.

1.3 This report summarises the three options outlined in the consultation and the additional Option 4 resulting from the petition together with the policy background to the issues under consideration. A decision by Cabinet on which option to proceed is necessary

- Option 1 (recommended) is the transfer of the Bridge That Gap to the Boyn Grove Community Resource Centre.

- Option 2 is to close and withdraw the Bridge That Gap service.
- Option 3 would to seek an independent sector organisation to run the service at no cost to the Council.
- Option 4 would be retain the current service in response to the petition and consultation.

1.4 Option 1 is recommended and would generate efficiencies of £52k in a full year through the integration of supervision and support for the people receiving the service with the Centre and the Ways Into Work staff, thereby reducing two catering posts. Other efficiencies are anticipated of £10k once a transfer is completed, with an overall total of £63K. The transfer of the Bridge That Gap service to the Boyn Grove Community Resource Centre, would place it on a sustainable basis, especially given the £146k per year net cost of it to the Council currently, and at a time when significant reductions are having to be made across all areas of service.

1.5 Option 1 will result in more people with Learning Disabilities being able to take part in the opportunities offered by Bridge That Gap at lower cost to the council. It should however be noted that Bridge That Gap will remain a subsidised activity. It will also enable better integration with the Ways in Work service to support those more able people to move into employment elsewhere (there are targets outlined in the report below).

1.6 This report outlines the key issues for learning disability services in national policy. This has moved to an enablement model in option 1, which includes support towards employment, or volunteering. The Council's statutory duty of care is to assess needs, allocate resources in accordance with local policy and criteria, and then enable people to exercise choice and control in meeting their needs. The implication is that a subsidised public café separated from other support and care services can not be described as an essential service.

2. RECOMMENDATION:

2.1 That option 1, to transfer the Bridge That Gap service from the Town Hall to the Boyn Grove Community Resource Centre, with improvements to the opportunities offered to the users of that service, be approved.

What will be different for residents as a result of this decision?
The intention of this change is to provide similar work experience in a public café and more employment, training or volunteering opportunities to people with learning and other disabilities in the new Boyn Grove Community Resource Centre, which will build upon the best of Bridge That Gap and Ways Into Work services.

3. SUPPORTING INFORMATION

3.1 Background

3.1.1 Policy context:

The Valuing People Now White paper in 2009, and other policy guidance related to Putting People First (2007) emphasises the need to support people with disabilities access universal services, and normal lifestyles including paid employment. The key elements in these policies include:

- the choice and independence achieved through Personal Budgets and Self Directed Support. This leads councils towards an enabling approach towards support and choice with a reduced role in direct and sheltered provision.
- Person centred planning which places the user and their carers at the centre of the assessment of needs and working towards normalised outcomes such as paid employment or volunteering. The diversification of opportunities for people with learning disabilities is central to the choice and meeting individualised aspirations that achieves improved outcomes often with reduced cost.

3.1.2 Current Position:

The Bridge That Gap has been operating in the Council's Town Hall, Maidenhead as a supported employment scheme for people with disabilities, mainly learning disabilities since 2005. Initially it operated in the town and was transferred into the Town Hall after a review which concluded that a commercial outlet and employment service would not be viable.

Bridge That Gap is a staff and resource intensive service and requires the 2 full time coffee shop worker posts and 2 part time coffee shop assistant posts, but a further two staff are supplied every day from Brunel Day Centre in order that the service can operate effectively and safely. There are four full time qualified care members of day service staff based every day at Bridge That Gap.

A total of 26 people per week are currently supported at Bridge That Gap working a combined total of 182 hours per week. The majority of individuals volunteer at Bridge That Gap for between 3 and 6 hours a week, with a small number volunteering up to 18 hours per week. This is an average of 6 volunteers with learning disabilities based at Bridge That Gap for 6 hours a day being supported by four full time staff and a further two part time members of staff.

There is a range of support from many of the volunteers at Bridge That Gap clearly needing support, to a number of individuals who have minimal support needs and who generally work the longer hours. There are currently 12 of the volunteers who have been supported into paid employment elsewhere, through Ways into Work.

The level of staffing required to operate the service together with the catering costs (set out in 3.1.3 below) means that Council staff and members of the public are benefiting from a subsidised café service. As Bridge That Gap is a priority service to

operate and to staff to be safe, there are occasions during times of staff shortages, for example sickness and annual leave cover, that services for other people with learning disabilities at Brunel Centre have had to be curtailed in order to ensure that Bridge That Gap operates at safe level of staffing.

The current scheme is not economically sustainable in its current form. There is also a professional view that the service could support more people with Learning Disabilities into paid work, as well as enable a broader ability range of people to volunteer. The recommended move to the Boyn Grove Community Resource Centre is aimed at addressing both the financial and professional concerns simultaneously.

The scheme is valued by its customers (staff in the Council, and the public) who receive a subsidised meal or snack, and by the volunteers who gain work experience.

3.1.3 Current financial position:

The current financial position for this scheme is a total net spend £146k (and this has been the same for the past 2 years). This is made up of:

Staffing: £73k direct employees, £48k seconded employees, £11k “service user” employees; Suppliers & Services, £40k catering supplies including various items and services purchased to support the service; Rent and Utility Costs £9k includes premises maintenance and utilities; Miscellaneous costs £16k including recharges for management and Corporate services.

A Total gross spend £197k, Income of £51k, and a Total net spend £146k

This expenditure is unsustainable in the current climate of national reductions in public expenditure, and in the Council in which all areas are being looked at to make reductions. Hence there are the options 1 and 3 for a reduction in cost or option 2 for a closure of the scheme with a reduction in cost to the Council (see paragraph 4 with options summarised with estimates for implications).

3.2 Outline of Option 1:

The key element in the proposals in option 1 for Bridge That Gap is a replacement, and not a closure, of the service by transferring it to a new venue in the Boyn Grove Community Resource Centre, when that facility is opened in the spring 2011. It is acknowledged that such a change would require careful preparation for the service users. This would achieve two outcomes that meet the Council’s objectives for people requiring social care and support, namely:

- 3.2.1 This option would support the development of vocational training, work experience, and employment opportunities, appropriate to the needs and aspirations of the people concerned. This would be achieved through the facilities and opportunities in the Boyn Grove Community Resource Centre. Also it would benefit from a wider range of other opportunities outside of that Centre through closer association with the award winning employment service, Ways Into Work, which will also be located in that Centre (see the detail in the Outline Business Plan in Appendix 1). Hence the option 1 is made to continue the scheme through a transfer to another location, albeit

on a different basis with snacks (hot and cold) and drinks (hot and cold) being provided to staff, resource centre users, and the public. The detail is as follows:

3.2.2 The new Boyn Grove Community Resource Centre:

The Council has planned for a long period to build a new facility to replace the Brunel Day Centre, at the Boyn Grove, in Maidenhead at a cost of over £1m. A public café was always part of those plans. Option 1 to transfer the Bridge That Gap to that centre derived from the public café offer and the potential to combine day services staff supporting the volunteers, as well as the Ways Into Work employment service due to be located in the Centre. The new centre is due to open in May 2011, and the Bridge That Gap service would be one of the first elements to transfer in what will be a phased programme involving the Brunel Day Centre and the dementia service.

These efficiencies could both derive savings in removing the two catering posts in Bridge That Gap, and enhance the employment training and work experience opportunities through Ways into Work. Specifically, the Bridge That Gap could operate as the sole catering source to the people in the Centre, including those taking the 100 learning disability places per week, and the 75 dementia places per week at the Centre, plus over 20 staff in the Centre. In addition the public café would offer a public café with hot and cold snacks, and hot and cold drinks. The nearby park, and offices, would provide opportunities for the scheme to market pre prepared food – which if successful could be extended to other parts of the town and council services.

The new centre will also be available for community hire out of hours and at weekends. This could provide an opportunity for the café service to be extended subject to demand and cost effectiveness so that there is no additional cost to the Council in running the service.

Under option 1, short periods of work experience in the Bridge That Gap, together with training and other employment opportunities outside, would be the main focus for those who can respond to that programme. Those who are involved in food preparation and catering skills development would continue to do so across a range of opportunities outside of the Boyn Grove Community Resource Centre. Those who experience interaction with the public through retail experience in a café environment would continue to have opportunity at the Bridge That Gap in the Boyn Grove Community Resource Centre. For others not able to, the continuation of person centred support within and through the Bridge That Gap service to enable volunteering would also be offered.

3.2.3 Ways into Work Employment service:

Ways into Work won the national Municipal Journal Diversity Award for Diversity in 2010, with over 100 users supported in training or employment. This service is well placed to support disabled volunteers into a wide range of training and work opportunities with different partners outside of the Boyn Grove Community Resource Centre, as well as oversee the public café in the Centre.

It is anticipated Ways into Work can assist more than the current level of paid employment opportunities for Bridge That Gap volunteers, through their management

of the employment aspects of the Bridge That Gap service in the Boyn Grove Community Resource Centre. There have been informal offers of support and partnership from the business and voluntary sectors for Ways into Work to expand the catering training and work experience opportunities it offers to individuals.

3.2.4 Support through change:

The current average attendance at the Bridge That Gap by trainees and volunteers is an average of 4 hours per week, with paid employment for 12, and other day and volunteering opportunities for others (see a summary profile of these people's range of support in the Appendix 2). The support to these users through the change to the Boyn Grove Community Resource Centre would be carefully prepared alongside that for all those using the Brunel Day Centre who will also transfer. There is a profile of the current pattern of activities carried by these users in Appendix 2.

The Council carries out its statutory duty of care and the personalised support to people with learning and other disabilities by assessments of need and arranging services by choice. It does not have to directly provide services, such as training, work experience and similar employment related services.

The social inclusion objectives in the national policy and supported by local Members, are included in the preferred option to continue with and not close service as this report states. Option 1 offers the combination of day services and employment training and work experience that the Brunel Day Service and Bridge That Gap supply. The Boyn Grove Community Resource Centre is designed to be a "hub" for support not a continuing sheltered employment or training service, and hence would not offer a "classroom" experience to users.

Enhancing these opportunities is key to promoting the independence of disabled people and normalising their life in the community. Bridge That Gap has succeeded in this through a sheltered employment model, and the preferred option 1 would build on that success in the new Boyn Grove Community Resource Centre with an enablement model, sustain it financially, and develop even more positive outcomes for those involved.

A marketing approach to the transfer to Boyn Grove Community Resource Centre to maximise the local potential for the Bridge That Gap will be applied. This would include looking to expanding the centre opening at weekends for respite or community or other organisations hiring it, in which case Bridge That Gap will seek to be included as the catering provider subject to a business case. A wider campaign to secure partnership and sponsorship for training, work experience and employment through Ways Into Work from the business community would be launched (see Outline Business Plan Appendix 1).

3.3 Outline of Option 2:

Closing the service under option 2 would generate savings of over £63k in the short term. The social inclusion objective referred to in 3.1 would not be supported by this option. Also the likely substitution of care and support required for some of the current volunteers would reduce this considerably in the longer term, and is not recommended as a result.

3.4 Outline of Option 3:

There are complications of sharing the kitchen facilities with other catering suppliers who are brought in to operate in the Town Hall on an occasional basis in the evenings. The lack of experience in working with disabled people in the independent catering sector locally would require a high level of support from the Adult Service to operate with Bridge That Gap users, equal to or in excess of current costs. Option 3 therefore has practical difficulties.

Informal advice obtained has highlighted potential TUPE responsibilities and costs (regarding at least the 2 catering posts) for any contractor the Council may consider replacing the current service with.

The Council will obviously consider any other suggested long term solutions for the Town Hall facility in the future. However, the proposals in this report are based on the transfer of Bridge That Gap to the Boyn Grove Community Resource Centre and related issues outlined in 3.2 above.

3.5 Outline of Option 4:

This is the option of retaining the service unchanged, and the focus of the recent petition. The sheltered employment model operating in the current scheme needs be improved by using an enablement model (as in option 1) that promotes choice, training and access to normal activities such as employment and volunteering to better meet the policy objectives set out above.

The subsidised catering service to the public and staff in the Town Hall is not sustainable in the current financial climate. The availability of alternative commercial catering outlets within the town centre make it unpredictable what an increase to price would do in terms of income and direct competition.

Raising prices would be an obvious way to increase income. However to match the savings from Option 1 prices would have to double across the board, and the council would need to be assured that there would be no reduction in custom. It is unlikely that doubling prices would not reduce turnover. A best case estimate to eliminate the subsidy (£14k) to customers; and further raise prices (£5k) might achieve £19k savings if current levels of custom continued.

Other modifications would require additional investments without certainty of return or direct competition with commercial competitors in Maidenhead. This does not match the minimum of £52k savings under option 1, nor does it overcome the practical and managerial problems of operating the service without close integration with Ways into Work under option 1. There would then be additional staff input for operating a catering service of snacks etc to the users of the Boyn Grove Community Resource Centre.

There have been no plans for the use of the space used by the Bridge That Gap (BTG) in the Town Hall, to avoid any prejudice to the outcome of the consultation, and no authority to proceed with any other options has been obtained.

4. OPTIONS AVAILABLE AND RISK ASSESSMENT

The consultation has been concluded to cover the first three options, and a fourth added to take into account the petition. These options are set out in summary with the financial implications. The recommendation is to implement option 1 as it best meets policy, financial, and sustainable objectives.

4.1. Outline of the options:

	Option	Comments	Financial Implications
1.	Reprovide BTG at the Boyn Grove CRC with a café & training opportunities with savings (recommended)	Service would continue in a different way with savings and available to a broader range of users	£52k efficiency savings from 2 posts deleted and other efficiencies
2.	Close the BTG	Loss of service with savings.	£63k savings after replacement support costs
3.	In future Council looking for an alternative commercial café in the Town Hall with supported work and training places	Probability of high cost, TUPE implications and lack of viability	Potential for savings to match either option 1 or 2, but with the delay in putting into place likely, causing costs of over £50k in 11/12
4.	Retain current BTG service in Town Hall	Likely to only achieve low savings Discontinuity with WIW	Maximum of £19k savings if current demand levels continued after price changes

4.2 Risk assessment:

4.2.1 Option 1:

BTG has 20 volunteers and 6 trainees and they would continue to participate as volunteers at new service at Boyn Grove Community Resource Centre under option 1. The Council recognises they will need extra support because of changes, and recognises change is not easy for these individuals who also will transfer to Boyn Grove Community Resource Centre as users of the Brunel Day Centre in any event. Those receiving training or work opportunities would continue to do so at the Boyn Grove Community Resource Centre.

The savings outlined are £52k under this option, especially as a reduced income is matched against reduced outgoings in the Outline Business Plan (see Appendix 1). The running of any enterprise with a commercial element carries with it a degree of risk in terms of costs and income. The new service has been designed to minimise commercial risk in the short term, whilst enabling growth (volume and scope) in the longer term.

To ensure better outcomes are produced by the option 1 the following would be achieved:

- of the 26 people that currently benefit from work at BTG, 12 already have paid work in other settings. The target would be for 10 of the 26 people to either gain employment, or increase the number of paid working hours to above 4 per week.
- identify individuals who currently do not use BTG who have a learning disability, physical disability, sensory need or mental health issue and could benefit from moving on training at BTG and then support 10% of these (national average) into open employment.

The public access issues are designed into the new centre as a public café was always part of the objectives of the centre.

4.2.2 Option 2:

The social inclusion objectives of the Council and national policy would not be met by a closure of the service. The savings may not be secure as a result of potential substitution costs for some of the users. None of the consultation responses supported this option.

4.2.3 Option 3

The risks of tendering or procuring a commercial supplier to replace the current scheme in the Town Hall are: that it would take at least 6 months with the associated costs of continuing the scheme; the TUPE costs for the permanent catering staff; and the extra cost and input to supporting disabled people in a scheme reliant upon commercial success (there are 2 staff supporting volunteers most of the week in the current scheme additional to the catering staff).

4.2.4 Option 4:

The risk of continuing with current scheme in the Town Hall is that the costs would become unsustainable and eventually whole scheme put at risk of closure, especially if the modifications caused a reduced, not increased income. Also the staff costs would continue if the range of products was also retained with 2 catering staff and the volunteers supported in a similar manner by at least 2 extra staff from the day centre.

The risk of changing the pricing model to remove the subsidy is that of direct competition with commercial catering outlets in the town centre could reduce rather than increase income. There is a risk by retaining a subsidy that the scheme would be unsustainable, and of a possible tax challenge to council staff.

The social enterprise suggestion to retain the current scheme in the consultation responses poses similar risks to the option 3, i.e. TUPE and a commercially sustainable model without other income to spread the risk.

The current model of Bridge That Gap in the Town Hall has difficulties due to the sheltered employment approach, that presents barriers to some volunteers maximising the opportunities that Ways into Work secures.

All the other points raised in the consultation are set out in detail in the Equality Impact Assessment (EQIA) and Action Plan in Appendices 4 and 5. The key points are included in the appraisal above.

The use of the Town Hall ground floor space in the event of options 1 or 2 has not been determined to avoid any prejudice to the consultation and decisions. A review would need to take place internally once a decision is reached.

5. CONSULTATIONS CARRIED OUT

- 5.1** The stakeholders who were consulted on the options by letter, and a form soliciting a written response (see the form attached to Appendix 3) included: all the volunteers and part time staff in the Bridge That Gap scheme; the members of the Learning Disability Partnership Board; the Access Forum; voluntary sector partners and advocates; and members of the public who contacted the Council during the consultation period. Advocates from United Voices were arranged to talk to and support the users and carers involved in the scheme and other stakeholders with independence to speak on their behalf.
- 5.2** The Council received a petition with the wording “Save Bridge That Gap Coffee Shop – Bridge That Gap is open 5 days a week at the Town Hall, Maidenhead. It is now being closed due to Local Government cuts. This coffee shop promotes work experience for various groups of people, including those who have learning difficulties”. This contained 1592 signatures, and after 345 staff and other signatures that were unclear are considered, at least 1200 were from local residents. The petition had been available in the Town Hall entrance, and on the Maidenhead Advertiser website. The Council accepted the petition and had two debates on this issue on 7 and 21 December 2010. All those points are summarised and included in the analysis carried out. The petition considered by the Council has now been incorporated in option 4, i.e. to retain the current service location and modify it to seek savings within the same service offer.
- 5.3** There were 4 users and/or carers of the Bridge That Gap service who responded to the letter inviting a response. There were 13 other written responses from other organisations, including Mencap, the Access Forum and United Voices (see Appendix 3 for full details).
- 5.4** The key concerns raised are set out in the Appendix 3, and can be summarised as follows: public access to the Boyn Grove Community Resource Centre café and facilities share with users; social inclusion being lost for people with learning disabilities; the individual skills and confidence of users in the Bridge That Gap being adversely affected and a catering service to staff and the public in the Town Hall being withdrawn.
- 5.5** All responses to the consultation and the petition opposed all changes to the current arrangements. The detailed comment supported Bridge That Gap in meeting the social inclusion objectives, the success in enabling disabled people to interact with the public and develop skills, and the need to do more to enable them to achieve employment. Appendices 4 and 5 show the Equality Impact Assessment and mitigation necessary.

- 5.6** The new Boyn Grove Community Resource Centre is fully compliant with Disability Discrimination Act requirements (unlike the Brunel Day Centre it replaces). The plans for the new centre are attached at Appendix 6. The recommended Option 1 enables disabled people to access work and training opportunities under this Act and the Human Rights Act. This option and the consultation fulfils the requirements to respect individuals (see the Legal Implications below).

The Equalities Impact Assessment in Appendix 4 and Action Plan in Appendix 5 also sets out responses to the points raised in the debates and the consultation responses, together with the mitigation of any impact or risk.

6. COMMENTS FROM THE OVERVIEW AND SCRUTINY PANEL

Comments from the panel will be reported to the Cabinet.

7. IMPLICATIONS

Legal Implications

A lawful consultation requires that the Council should be able to demonstrate that it has properly consulted on its proposal and that the consultation has been undertaken at a time when proposals are still at a formative stage. It must have included sufficient reasons for consideration and proposals to allow those who are consulted to give intelligent consideration and intelligent response. Adequate time must have been allowed for this purpose and the feedback received from the consultation must be conscientiously taken into account when the ultimate decision is taken.

From 1 October 2010, the Equality Act 2010 replaced most of the Disability Discrimination Act (DDA) 1995. However, the 'Disability Equality Duty' in the DDA continues to apply. Equality for disabled people may mean treating them more favourably and Councils are required to adopt a pro-active approach and to do more than simply give consideration to disability equality. The statutory Code of Conduct produced by the Disability Rights Commission encourages a full Impact Assessment and once carried out, for Councils/other public authorities to consider whether changes need to be made to reflect its findings.

The Council has a positive duty to take reasonable steps to ensure that individuals' rights under the European Convention on Human Rights (ECHR), imported into UK law by the Human Rights Act 1998, are not breached as a result of any of its actions, or proposed actions. Article 14: Prohibition on Discrimination is not a free standing protection against discrimination, but provides a protection against discrimination of a person's rights and freedoms as set out in the ECHR. For there to be a breach of article 14, the issue in relation to which a person is discriminated against has to come within the scope of one of the other rights under the ECHR. Article 8: the right to respect for private and family life would appear to be the only possible Convention right that might be engaged by 'Bridge That Gap' volunteers, in light of the actions proposed. Whilst many issues have been held to fall within the meaning of 'private life', it would seem unlikely that the recommended option – transferring the 'Bridge That Gap' service from the Town Hall to the Boyn Grove Community Resource Centre – would amount to a breach of volunteers' article 8 rights.

The following implications have been addressed where indicated below.

Financial	Legal	Human Rights Act	Planning	Sustainable Development	Diversity & Equality
✓	✓	✓	x	x	✓

Background Papers: None

Cabinet Report 27 January 2011 APPENDIX 1
Outline Business Plan for
the Bridge That Gap Service in the Boyn Grove Community Resource
Centre

1. Introduction:

1.1. The national policy context for employment and related services to people with disabilities is established in the Putting People First (2007) and Valuing People Now (2009) Department of Health policies. Both promoted the principles of normalised lifestyles, and removing barriers to mainstream services, through support to promote personal choice and independence. Bridge That Gap has succeeded to recent years in providing a sheltered employment scheme for disabled people to interact with the public, learn skills in a public café, and the catering industry. The reason for proposing change is to build on that success by transferring the scheme to a new venue which can carry out these objectives, and also improve the enablement model of access to training, support, choice and employment in what disabled people do.

1.2. This Outline Business Plan also sets out the economic issues for option 1 of transferring the Bridge That Gap Service (BTG) to the Boyn Grove Community Resource Centre (CRC) – both the nil cost efficiencies, the savings/reductions that are planned, and the financial summary. It also then sets out the outline of how the Bridge That Gap Service would operate in the new location and the potential to improve outcomes.

2. Absorbed costs: The transfer of the Bridge That Gap Service to the Boyn Grove Community Resource Centre (CRC) is based on the following assumptions of no extra costs to the service:

- The furniture and equipment would be covered by the existing planned expenditure on the Boyn Grove CRC with an assumed public café service.
- The security, accommodation, and related insurance costs are all contained within the Boyn Grove CRC budget with an assumed public café service.
- The management and support costs in oversight of the Bridge That Gap service volunteers and trainees in the Bridge That Gap would be supplied by the Boyn Grove CRC and Ways Into Work units already on site.
- The additional employment training and work opportunities for those receiving a Bridge That Gap service would form part of the Ways Into Work programme and costs.
- Personal care and support costs for each individual requiring specialist social care support would form part of pre arranged

Personal Budget agreements with Adult Services and incurred in any event.

- Costs of meals and refreshments to users of the Boyn Grove CRC (disabilities and dementia), are already incorporated in the revenue calculations for those services.
- Costs of servicing the catering support to the users of the Boyn Grove CRC would be shared between the Bridge That Gap and the Boyn Grove CRC and is more efficient than the outreach day centre support to the Bridge That Gap trainees and volunteers in the Town Hall.

3. Reductions in costs in the Bridge That Gap:

- There would no need for the two catering staff posts currently in the Town Hall due to the different nature of the service in the Boyn Grove CRC, the oversight of trainees and volunteers supplied by the Boyn Grove CRC staff, and different café offer to the public. The net cost reduction would be £52k FYE.
- There would be a different purchase of food, ingredients, and supplies in the Boyn Grove CRC linked to the offer of hot and cold snacks, and hot and cold drinks. An increase of 10% is estimated purchases of food and supplies, and a reduction of 10% is estimated due to lower initial sales volumes. The catering costs would shared with the Boyn Grove CRC. The management of the service would balance the demand against the cost of such supplies with a better balance due to the guaranteed custom of users and staff at the Boyn Grove CRC.

4. Income:

The income to the Bridge That Gap (BTG) would be at least the same as that currently generated, with an adjusted cost base in the new venue, as well as competitively priced products to the public. The first year estimates of trade in the financial figures below are cautious until the new venue is established. The expenditure would be matched to that estimate to achieve a stable budget (i.e. the catering cost would be adjusted to match the trade/demand when further marketing analysis is completed).

There is potential to improve the performance with marketing (see 6.3 below). The likely trade from people attending the park would peak in the spring and summer period, although more detailed market analysis would also target the keep fit, dog walkers, and other year round park users.

5. Financial summary:

	2009-10 Budget	2009-10 Actual	2010-11 Budget	2011-12 Budget changes	2011-12 Budget Draft
	£'000	£'000	£'000	£'000	£'000
Pay cost of catering staff	51	50	52	-52	0
Pay cost of "assistants"	14	12	14	-2	12
Post held vacant	15	0	17	-17	0
Total Pay coded to BTG	80	62	83	-71	12
Pay coded to Brunel DCC - seconded staff	48	48	48	0	48
Catering goods	40	38	40	0	40
Equipment / cleaning etc	0	8	0	4	4
Gross Direct Cost	168	156	171	-67	104
Sales income	-51	-45	-51	+7	-44
Net Direct Cost	117	111	120	-60	60
Overhead allocation	25	24	26	-6	20
Net Full Cost	142	135	146	-66	80

6. Operating model:

6.1 The Outline Business Case is based upon personalised care and support for those disabled people that require this long term.

For "volunteers" from the Brunel Centre who attend the BTG there will need to be a person centre review of their needs and outcomes under Self Directed Support and the appropriate support plan put into place with a Personal Budget prior to any changes. Their Personal Budget would include the "virtual amount" on their behalf by the relevant service as it is currently. This is necessary to continue to receive support in volunteering opportunities provided directly by the Council at BTG at the Boyn Grove Community Resource Centre (CRC) by choice, and/ or elsewhere through Direct Payments. Ways Into Work would broker such opportunities on their behalf.

6.2 For those disabled people who can benefit from work experience, vocational training, and eventual paid employment, the Ways Into Work will carry out the assessments and broker arrangements with BTG, voluntary and commercial partners to meet these outcomes.

For all those attending the Boyn Grove CRC as volunteers or trainees, there will appropriate support and training to carry out a wide range of tasks associated with the following:

- refreshments preparation (with a start for trainees and volunteers at 9am)
- serving the public in the open café with opening hours to be adjusted to best meet the target audiences (initially 10 am to 4 pm as at present in the Town Hall)

- as well as serving staff and users in both parts of the centre with a peak for lunch between 12 and 2 pm – approximately 150 people per week will use the Boyn Grove CRC (i.e. a minimum 15 per day in the dementia service, and 15 per day in the learning disability service), and an average of 20 staff per day
- outreach marketing and delivery of refreshments, packed snacks and lunches off site (e.g. the park, offices nearby) with a peak between 11am and 12
- specific training and work experiences in catering such as food preparation and cooking, or serving in catering outlets would be carried out in other venues and through partnerships with private and voluntary organisations, and colleges.

6.3 The expansion of opportunities:

There will be the subject of campaign associated with the new arrangements in the spring 2011, by seeking more partnerships, sponsorships, and support from local businesses). This would support the close working between the Bridge That Gap and Ways Into Work services the new arrangements would entail.

A marketing exercise would be undertaken in the park, commercial offices, and other potential sources for snacks, prepared lunches and interaction associated in the Boyn neighbourhood and businesses in Maidenhead. The potential for community use of the new Boyn Grove Community Resource Centre at weekends when the building may be available will be explored in the marketing. This would include Bridge That Gap being the catering offer to any opening of the premises at weekends (subject to a cost effective business case). Dependent upon such external use of the premises, the BTG would also offer weekend café services and the volunteering and work experience to its users.

6.4 Ways Into Work (WIW) already operates a careful screening and monitoring of progress of all those it supports (over 100 at any one time) to ensure the arrangements are appropriate to agreed outcomes, health and safety, and the host organisation's requirements. The WIW already supports over 20 people in paid employment and this is due to increase substantially in 2011/12. This approach would apply to those in BTG in the Boyn Grove CRC (as well as other settings) on a regular basis with close observation made more possible by the new arrangements.

6.5 There are two targets for Bridge That Gap in the Boyn Grove Community Resource Centre to secure better outcomes:

- Of the 20 people that currently volunteer and 6 trainees at BTG, 12 already have paid work in other settings. The target would be for 10 of the 26 people to either gain employment, or increase the number of paid working hours to above 4 hours per week.

- Identify individuals who currently do not use BTG who have a learning disability, physical disability, sensory need or mental health issue who could benefit from moving on training at BTG and then support at least 10% of these (national average) into open employment.

7. Overall conclusions:

- The national and local policy objectives of social inclusion, better personal outcomes for disabled people, and realising their potential through choice towards independence would be met through the transfer of Bridge That Gap to the Boyn Grove Community Resource Centre.
- The social inclusion objectives seen as important by most people who responded in the consultation, are sustained and enhanced in the transfer to the Boyn Grove Community Resource Centre, in the public café, the support from Ways Into Work, and the personalised approach to maximising the users' potential.
- The minimum savings of £52k in a full year are secure through the deletion of two catering posts.
- The changes will probably not generate income greater than that achieved before in the first – but the initial reduction in volume will be offset by a lower cost base, and more realistic prices.
- The potential to realise better results will depend upon marketing, the costs of which will initially come from existing Ways Into Work funds, and then be linked to sponsorship or partnership arrangements in the future.
- An invitation will be sent out in the spring 2011 to all businesses in the Borough to join the Council's Ways Into Work service in opening up opportunities for training, volunteering, work experience, and employment.

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Volunteers at Bridge That Gap: Other Activities

ID	Hours per week at Bridge That Gap	Other activities
1	3	Full range of leisure, community, training and social activities supported by day services staff.
2	6	Full range of leisure and community activities supported by day services staff.
3	6	Voluntary work and community leisure activities supported by day services staff.
4	6	Paid work and leisure and community activities supported by day services staff.
5	6	Leisure, training and community activities supported by day services staff.
6	6	Paid work, leisure and community activities supported by day services staff
7	3	Leisure and community activities supported by day services staff.
8	12	Leisure and community activities
9	6	Paid work
10	6	Ways into Work – paid work
11	6	Paid work and community leisure activities supported by day services staff.
12	3	Community, leisure and training activities supported by day services staff.
13	6	Community leisure activities supported by day services staff.
14	6	Paid work and day services.
15	3	Community and leisure activities supported by day services staff.
16	3	Community activities and day services.
17	3	Leisure activities and day services.
18	6	Community and leisure activities supported by day services staff.
19	6	Paid work and community activities supported by day services staff.
20	12	Ways into Work – paid work.
21	18	Ways into Work – paid work
22	5	Ways into Work
23	6	Ways into Work – paid work
24	6	Ways into Work – paid work
25	5	Ways into Work
26	18	Ways into Work – paid work

10 people live at home with family carers
13 people live in supported housing with their own tenancy
2 people live in 24 hour registered residential care homes
1 person lives in their own home (shared ownership)

Cabinet Report 27 January 2011 APPENDIX 3

Bridge That Gap : Summary of consultation responses

A formal consultation on the transfer of Bridge That Gap from the Town Hall to the new community resource centre at Boyn Grove was undertaken between 25th October and 3rd December 2010. A letter and questionnaire from the Strategic Director of Adult and Community Services, Christabel Shawcross, was sent to individuals that currently volunteer at Bridge That Gap and their families and views were also specifically invited from; Mencap, Berkshire Autistic Society, NHS Berkshire East and Community Health Services. Additionally, a further 13 responses on the proposed transfer of Bridge That Gap to the new community resource centre were received as part of the consultation from Mencap, the Learning Disability Partnership Board, the Access Advisory Forum, the ASD sub group, and concerned members of the public.

Results from Questionnaires

Of the 32 questionnaires and letters sent out, 4 completed questionnaires were received, two from volunteers at Bridge That Gap, one from NHS Berkshire East and one from the Berkshire Autistic Society with the following results.

In response to the first question, “should the Council reprovide Bridge That Gap at the new resource centre at Boyn Grove to provide a café with refreshments and improve training opportunities making savings of £52,000?” two respondents ticked yes, one ticked no and one respondent did not answer the question.

In response to the second question “should Bridge That Gap café project be stopped with savings of £63,000?” all four respondents ticked no.

In response to the third question “should the Council consider looking for an alternative profit making commercial café at the Town Hall to also offer supported employment and training places at no cost to the Council tax payer?” three respondents ticked yes and one ticked no.

Additional Comments

The views, comments and questions received from all the 17 respondents mainly focussed on concerns on loss of opportunities for social inclusion for people with disabilities, there were requests for clarification on the financial position of Bridge That Gap, there was positive acknowledgement of the opportunity that Bridge That Gap provides for work experience for people with disabilities and concern about the loss of a highly regarded facility. The feedback included statements of support for the continuation of the service in the same location, and that the proposed new site for the service will not provide the same through fare of potential customers.

The detail of the feedback asks questions on whether a social enterprise has been fully explored and that Bridge That Gap employees should be given the opportunity to run the café as a profit making scheme. Comments also include that Bridge That Gap is based on the same ideals as the Big Society.

Summary

In total 17 responses were received as part of the consultation on the proposed transfer of Bridge That Gap to the new resource centre at Boyn Grove. Responses were received from agencies and groups including Mencap, the Learning Disability Partnership Board, Berkshire Autistic Society, NHS Berkshire East, the Access Advisory Forum, the ASD sub group and concerned members of the public. The general consensus seems to be that Bridge That Gap is a highly regarded service that is perceived to provide valuable work experience opportunities to people with disabilities in a socially inclusive location with views expressed that it should remain based at the Town Hall, with the possibility of it being continued as a social or profit sharing firm.

Cabinet Report 27 January 2011 APPENDIX 4 Royal Borough of Windsor and Maidenhead Equality Impact Assessment

Section two – full assessment

Transferring Bridge That Gap to the Boyn Grove Community Resource Centre

Date: 20.10. 2010

Part A

1. Looking back at section one of the EQIA screening form, in what areas are there concerns that the strategy, policy or project could have a negative impact? Please mark all areas that apply with an X:

Gender	
Race	
Disability	x
Sexuality / transgender	
Age	x
Faith	

2. Summarise any likely negative impacts (Please write):

The scheme has operated as a council owned and managed business since 2005 in the Town Hall with 2 full time posts for catering staff without disabilities who ensure the catering service meets appropriate standards and support the volunteers, and two part time staff with disabilities. Currently there are 20 users from Brunel Day Centre with a range of disabilities who are volunteers in the scheme. Two additional staff from the Brunel Day Centre work on site to support individuals as necessary for their needs. On average 7 people a week receive training in retail or café experience, and 6 attend at Bridge That Gap per day. There are currently 8 of the volunteers who have been supported into paid employment elsewhere, through Ways into Work.

Possible negative impact is to the 2 FTE catering staff who would be at risk of redundancy if the scheme transfers to the Boyn Grove Resource Centre.

Possible impact of change for the 20 users and volunteers of the scheme with a transfer to a different location. Their anxiety of change and possible reduction in their service requires attention.

Staff and the public who receive a subsidised catering service at the Town Hall, would no longer receive this.

Concerns about the loss of interaction with the public which a transfer of the scheme might cause (the Boyn Grove Resource Centre is not a town centre location).

3. What previous or planned consultation on this topic / policy area / project has taken place or will take place with the groups / individuals from equality target groups? If there has already been consultation what does it indicate about any negative impact of this strategy, project or policy? (Please write in the table):

Equality target groups	Summary of consultation carried out or planned
Women	Included in the consultation process
Black and minority ethnic communities	Included in the consultation process
Disabled people	On agenda for Learning Disability Partnership Board on 24/11/10 Letter from Director of Adult and Community Services inviting views from users and carers involved in the scheme, and voluntary organisations including Mencap and BAS and also the PCT. Access Forum invited to make a response
Lesbians, gay men, bisexuals or trans people	
Older people	Included in the consultation process through the TASC Action Group
Young people / children	
Faith groups	

4. What consultation has taken place / or is planned with staff, or community groups – including staff that have, or will have, direct experience or implementing the strategy / policy / working on the project?:

Consultation has taken place at:

- the Learning Disability Partnership Board,
- one Council meeting on 21.12.2010 dedicated to the debating the petition on the Bridge That Gap,
- United Voices (advocacy group) met on three occasions with volunteers who may be affected by the change in service and through the use of a petition.

- Informal meetings by the Service Manager with the catering and day services staff involved in running the Bridge That Gap service to outline the proposals being considered and hear their views.

Check that research / studies / reports concerning the equality target groups and the likely impact have been used to plan the project and guide it or indicate what research you intend to carry out.

Equality Target Groups	Title / type / details of report / research
Women	
Black and minority ethnic communities	
Disabled people	Valuing People Now White Paper and the 2009/10 report to the South Central SHA
Lesbians, gay men, bisexuals or trans people	
Older people	
Young people / children	
Faith groups	

5. If there are any gaps in your previous or planned consultation and research, are there any experts / relevant groups that can be contacted to get further views or evidence on the issues? Please write yes or no and, if yes, please list them and explain how you will obtain views.

United Voices consulted with service users on completing and returning the consultation questionnaire on 11th November 2010 at Brunel and met with service users on three occasions at Bridge That Gap, on 17th November, 22nd November and 6th December 2010. The users were invited to complete the consultation questionnaire with the support of United Voices, although there was a low response rate.

Part B

6. As a result of this assessment and available evidence collected, including consultation, state whether there will need to be any changes made / planned to the policy, strategy or project:

Letters and responses forms were sent to the users, and their carers, of the Bridge That Gap service, the Learning Disability Partnership Board, and related partners and organisations. There were 17 written responses, of which 4 came from users or their carers.

A petition “Save Bridge That Gap” with 1592 signatures, was submitted to the Council on 7 December 2010, and debated on 21 December 2010.

The motion passed on 21.12.10 led to the inclusion of option 4 (retention of the scheme at its current location) being considered by the Cabinet on 27 January 2011.

It was always anticipated that the changes proposed would need careful communication and support with the users of the service, who are vulnerable by virtue of their disability.

The concerns raised in the consultation period have highlighted this aspect, and so a careful personalised proportionate approach will be taken assessing their individual requirements and ensuring they are met prior to and during any change of location occurs.

The Outline Business Plan has been refined to take account of the concerns expressed at the economic case for this change. It also includes targets for the expansion of training and employment opportunities the proposals are designed to achieve in the first year and beyond. A campaign to promote sponsorship, partnership and involvement by businesses in the borough in supporting the Ways into Work and Bridge That Gap services is planned for the spring 2011.

The public space and shared access to the café by Boyn Grove Community Resource Centre users and the public was a concern raised in the consultation. This aspect had been anticipated in the design and layout of the Centre from an early stage in the Centre's development as a "hub" with many of the learning disability users being out of the Centre for much of the time. The dementia service will have a separate entrance and catering delivery in the building thereby avoiding any difficulties in access to the café by the public.

The social interaction and inclusion by the Bridge That Gap volunteers and trainees was seen as valuable and an essential objective for most of the consultees who responded. The proposals would fully meet these objectives and also move from a sheltered employment model to an enabling one inline with national policy and local priorities for people with learning disabilities.

7. As a result of this assessment and available evidence is it important to commission specific research on this issue or carry out monitoring / data collection? Please write:

The extra support and care to the users and volunteers in any changes implemented in the Bridge That Gap will require: individual care and support reviews or updating of recent ones carried out; specific counselling and support to individuals and the group identified as needing this; the maximum involvement by users of Bridge That Gap in the changes, the service designed in the Boyn Grove Community Resource Centre, and programme of transfer.

Both before and after the transfer the needs of the users and their carers would be monitored by Council staff delivering the service in the Boyn

Grove Community Resource Centre, and through reviews by the Community Team for People with Learning Disabilities.

Of the 20 volunteer users at Bridge That Gap and 6 trainees, 12 already work in paid employment and are only attending the Bridge That Gap as a small component of their overall support. An average of 4 hours per week is their attendance at the Bridge That Gap currently. They all take advantage of the range of activities and leisure opportunities that the day and other services support, in addition to what they do on a part time basis in Bridge That Gap (a detailed profile is attached to the Cabinet Report).

The targets for improved outcomes for Bridge That Gap volunteers and trainees in the Boyn Grove Community Resource Centre will be:

- of the 26 people that currently benefit from work at Bridge That Gap, 12 already have paid work in other settings. The target would be for 10 of the 26 people to either gain employment, or increase the number of paid working hours to above 4 per week.
- identify individuals who currently do not use Bridge That Gap who have a learning disability, physical disability, sensory need or mental health issue and could benefit from moving on training at Bridge That Gap and then support 10% of these (national average) into open employment.

The success of the service will also be measured to the numbers of people served, the volume of business and exceeding minimum income targets in the budget.

8. Will the changes planned ensure that any negative impact is:

- a. Legal? : this proposal is legal as set out in the Cabinet report background item 7 i.e. these proposals do not contravene the Human Rights or Disability Discrimination Acts requirements. The consultation has been thorough, and included all those directly affected. The options considered have been expanded to take account of a petition accepted by the Council. Although there were no responses directly supporting the option recommended (to transfer the service to a different venue), the social inclusion and other objectives commented upon are all included in the recommended option.
- b. Intended? : The Ways into Work association with Bridge that Gap service will enhance the employment training, experience and other opportunities for the users as set out in the Outline Business Plan. Alternative sources of catering are available in the town centre of Maidenhead for staff and the public.

- c. Low impact? : with appropriate support and preparation for the users and their carers of Bridge That Gap the impact of change can be mitigated alongside the other changes of a move for all those users at the Brunel Day Centre to the Boyn Grove Community Resource Centre; alternative sources of catering for staff and the public in Maidenhead town centre are easily available within walking distance of the Town Hall.

9. Have you set up a monitoring / evaluation / review process to check the successful implementation of the strategy, project or policy?

Please write yes or no:

Yes, the monitoring of outcomes for those involved in Bridge That Gap will be overseen by the Strategic Director and Lead Member of Adult & Community Services, as well as reports to the Learning Disability Partnership Board with advocates involved as necessary. The Board reports annually progress against 'Valuing People Now' policy objectives to the Department of Health of which training, employment and volunteering outcomes form a key element.

Ways into Work and the Boyn Grove Community Resource Centre will support individual reviews of opportunities that may enable those who want alternative opportunities to Bridge That Gap obtain them, or are supplemented by such if appropriate.

A campaign to increase support from businesses in the borough sponsor, or enter into partnership with the service to provide training, work experience and employment for people using the Bridge That Gap will be launched in the spring 2011.

The Bridge That Gap service will survey its customers from the public and the Centre on a regular basis to market its catering services to best effect. The users will be supported to use surveys as well as service to the public as part of their interaction and work experience.

10. How will this monitoring / evaluation further assess the impact on the equality target groups / ensure the strategy / project / policy is non-discriminatory? Please write:

An advocacy organisation will be asked to undertake an independent survey the Bridge That Gap service users, in confidence three months after the changes are complete and report back a summary to the Strategic Director and Lead Member for Adult & Community Services, with appropriate involvement with the Learning Disability Partnership Board on its findings, and action plan to address key issues agreed.

The targets set out in the Outline Business Plan (Appendix 1 to the Cabinet Report) on assisting people with disabilities into employment or volunteering will also be measured and reported through the Head of Service to the Strategic Director and Lead Member for Adult & Community Services.

Ways into Work and Boyn Grove Community Resource Centre staff will review individual needs and aspirations on an ongoing basis to best match opportunities with the users seeking them. A regular quarterly report through the Transforming Adult Social Care Board to the Strategic Director and Lead Member will ensure the impact is non discriminatory.

Signed: K.Skerman

Head of Adult Services

Date: 5.1.2011

**ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD
EQUALITY IMPACT ASSESSMENT FORM**

APPENDIX 5

A copy of this form is available on the intranet at
[EQIA Impact Assessment Form](#)

EQUALITY IMPACT ASSESSMENT ACTION PLAN

Please list below any recommendations for action that you plan to take as a result of this impact assessment.

Issue	Action required	Lead officer	Timescale	Resource implications	Comments
1. Concern of a reduction of voluntary employment opportunities for people with learning disabilities	Ways into Work and Boyn Day Services to review the 26 people currently volunteering at BTG and source alternative opportunities, including opportunities at new community resource centre for all service user groups. Ways into Work to proactively identify new opportunities.	Ways into Work Manager Day Service Manager CTPLD Manager	End of March 2011.	Priorities for CTPLD, Day service and WIW staff	Ongoing impact measured by Day Services staff and reported in summary to TASC Operating Board and to DMT. Targets for supporting current and future users into paid employment to be met in first 12 months



**ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD
EQUALITY IMPACT ASSESSMENT FORM**

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	Ongoing				
2.Reduced access for disabled people and older people	Ensure disabled parking and access is available at the new Boyn Grove Community Resource Centre.	Day Service Manager	In place	N/a	Public access is designed into the new centre
3.The new Boyn Grove Community Resource Centre will be a smaller space than the Town hall and shared with other services. How can it cope with increased demand and reduced space?	A range of volunteering opportunities will be sourced to provide diverse opportunities in socially inclusive settings. A take-away service and delivery service will be developed as part of BTG. The dementia service has its	Day Service Manager Ways into Work Manager	End of May 2011	Design and layout of the centre already allows for a mix of people. The training & deployment of staff to support users interact with the public and each other.	The Brunel Day Centre staff have started a transition programme with users and carers which have started over 4 months before implementation. Majority of Resource Centre users are out most of the time as the centre acts as a “hub”.



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EQUALITY IMPACT ASSESSMENT FORM**

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	<p>own, separate dining area to be supported by BTG service. People with learning disabilities participate in a range of community based activities which will continue. Therefore not all people using the service are in the centre at the same time.</p>				
<p>4.How can the multi use concept work? Public, staff, toilets and related issues.</p>	<p>The concept of the new building has always been that it would be a community resource, and as a public cafe.</p>	<p>Service Manager</p>	<p>On-going</p>	<p>As in 3 above</p>	<p>There will be a phased programme of introduction of different groups into the new centre, with BTG</p>



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EQUALITY IMPACT ASSESSMENT FORM**

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	The Borough never intended to create a service for the sole use of people with learning disabilities with no public access as this would not be socially inclusive. The service will be managed as any other such community resource facility, and with the addition of high levels of skilled staff.				first offering a public café from the start.
5. The move of BTG will lose skills and users confidence	As in (1) above, users will be enabled to train and obtain work experience in a	WIW manager Day services manager	Ongoing	WIW and Boyn Grove Community Resource Centre staff	Targets for supporting existing and future users into paid



**ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD
EQUALITY IMPACT ASSESSMENT FORM**

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	wider range of settings than at the Town Hall through the support of WIW			monitor and review users on going basis to ensure positive outcomes	employment.
6.The petition opens up a fourth option (retain service in Town Hall) for formal consideration	Options on how this can be achieved to be explored and included in Cabinet Report.	Head of Adult Services	Inclusion in Cabinet report 27.1.11	Risk of savings not meeting target, and additional investment	The risks of not securing savings equivalent to option 1 or 2. The model of sheltered employment does not fully meet policy.
7.Integration of LD users into mainstream society reason to sustain BTG	See response to points 1 and 4	Head of Adult services	Ongoing	N/A	Option 1 is best fit to both maintain social inclusion and new opportunities
8.Option to find a private contractor to open a café in the Town Hall	Informal soundings on potential business partners to	Head of Adult Services	End of November 2010.	TUPE costs and risks. Extra support to private sector to create	Cost, extra support and commercial competition all make this option



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EQUALITY IMPACT ASSESSMENT FORM**

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and create opportunities for people with LD	identify if there is any interest.			opportunities for users	unlikely to succeed
9. Issues of impact the change on service users.	See response to point 1 above.	Service manager for learning disabilities	By End March 2011	Reviews and preparation plans	Brunel centre and BTG users will be in thorough preparation programme
10. User choice and fairness to all groups of social care.	See response to point 1 above.	Head of Adult Services	Ongoing	Transforming social care programme offers a "universal" approach to Personal Budgets	Self Directed Support and Personal Budgets enables consistent and equal resource and choice against needs
11. Enable social enterprise to run BTG in the Town Hall	Informal soundings	Head of Adult Services	End of December 2010	TUPE, and other costs make this unlikely to succeed as in 8 above	Other social enterprises approached stressed the need for economic proposal



