

## **Technical guide – comparative information**

This annex is designed explain in more detail the evidence used to support the proposals outlined in the consultation document Modernising Day Services.

### **1 General Day Care Performance Indicators**

There are no key performance indicators relating specifically to Day Care that the Department of Health (DoH) uses for performance monitoring of social services.

However the DoH do publish comparative data on Day Care which provides evidence that levels of day care provision in Southwark are well above average in comparison to other boroughs. For example:

**Table 1**

| <b>Data item</b>   | <b>Inner-London average</b> | <b>Southwark</b> |
|--|-----------------------------|------------------|
| Older Clients receiving day care per 1000 adult population. (2000/01)  | 15.4                        | 25               |
| Gross expenditure on Day Centres per population over 75, (2000/01)   | £179.65                     | £277.68          |
| Clients receiving Day Care per 1000 population 18+ (2000/01)   | 4.62                        | 7.98             |
| Gross expenditure on day centres for people with physical disabilities per population aged 18 – 64 (2000/01) | £3.70                       | £6               |
| Social Services Staff in day centres for adults per 10,000 population 18-64 (2001/2)                         | 6.2                         | 11               |

Day Care is also one of a number of services that influences the “people helped to live at home” PAF (Performance Assessment Framework) indicators. These are indicators for which Southwark performs relatively well:

**Table 2**

| <b>Indicator</b>   | <b>Inner-London average</b> | <b>Southwark</b> |
|--|-----------------------------|------------------|
| Older People helped to live at home per 1000 population over 65 (2001/2)                         | 115                         | 136.5            |
| Adults with physical disabilities helped to live at home per 1000 population age 18-64 (2001/2)  | 5.1                         | 4.64             |
| Adults with learning disabilities helped to live at home per 1000 population age 18-64 (2001/2)  | 2.1                         | 2.6              |
| Adults with mental health problems helped to live at home per 1000 population age 18-64 (2001/2) | 3.05                        | 3.7              |

Also available are specific policy frameworks and service statistics for specific services area, and these are set out below.

## **2 DAY SERVICES FOR OLDER PEOPLE**

### **2.1 Policy Background**

The National Service Framework for Older People 2000 sets out the Government's programme for health and social care services for older people for the next 10 years. The document identifies new standards for service delivery and the roles of a wide range of services for older people across the health and social care services.

It sees a specific role for day centres only in the mental health field of work with older people. Day centres are seen to have a role in the treatment of depression and the management of dementia by providing a range of stimulating group and 1:1 activities for older people with mental health needs. The Framework does not see a role for generic day centres for older people, but does propose access to a wider range of community facilities (education, leisure, libraries, etc.) as a means of promoting a healthy and active lifestyle for this group.

### **2.2 Key Indicators**

The Department's community care performance is measured by PAF and other comparative data. Data for like services in Inner London offers one measure for Southwark's own performance. Existing day service provision for older people is compared with the Inner London average in Table 1 below.

**Table 3** Inner London Averages Older Peoples Day Care

| <b>Data</b>  | <b>Inner London Average</b> | <b>Southwark</b> |
|--|-----------------------------|------------------|
| <i>Gross Spend on Day Care per head of pop 75+ 2000/01</i>               | £180                        | £277             |
| <i>Weekly Day Centre Places for Older People per 1000 pop 65+ 1998/9</i> | 49                          | 73               |
| <i>Clients attending Day Care per 10,000 pop. 65+ 1998/9</i>             | 17                          | 26               |
| <i>Older People helped to live at home per 1000 pop.</i>                 | 111                         | 149              |

These figures suggest that a significantly higher proportion of older people living in Southwark attend day centre provision than the Inner London average.

### **Older Peoples Generic Day Centres**

Generic in-house day services are both directly provided by Social Services and also contracted out to voluntary sector service providers. In-house centres were established to meet the needs of more dependent community care clients assessed as needing day care. A transport service is provided, along with meals, access to personal care, activities and an element of outreach support. The review of the operation of these centres is set out in Table 2 below.

**Table 4** In-house generic day centres

| <i>Name</i>        | <i>Capacity<br/>-places<br/>per day</i> | <i>%<br/>Occupancy<br/>(places<br/>per<br/>day)</i> | <i>Standard of<br/>Accommodation</i>                         | <i>Week-<br/>end<br/>use</i> | <i>Comments</i>  |
|--------------------|---|---|--|------------------------------|--|
| Fred Francis House | 50                                      | 56%<br>(28)   | Good standard - recently refurbished                         | None                         | Also accommodates community alarm scheme   |
| Royal Road         | 50                                      | 40%<br>(29)   | Poor standard – lacks basic amenities for wheel-chair users. | Sat and Sun                  | Linked to adjacent home for older people (Braganza) scheduled for closure in June 2003; will require major investment to continue. |
| Southwark Park     | 50                                      | 63%<br>(32)   | Good standard—adapted 3 years ago.                           | None                         |  |

The use of these day centres by older people with higher physical dependencies is limited by the complex transport arrangements. Problematic access to and from some housing has made it difficult to provide a day service for those living in inaccessible accommodation. The physical strains involved in transport may mean that for some older people, home care services or other schemes, such as befriending or shopping schemes, are preferable.

This limits the effectiveness of day centres as a community care service for older people with higher dependencies. This may be a factor in the under-occupancy of the generic in-house day centres which were established to meet these higher dependency needs, and would tend to confirm over-provision on expenditure and number of places provided in in-house day services for older people.

In addition to the in-house provision, a number of non-statutory providers also operate in this field; see Tables 3 and 4 below. Table 3 refers to those day centres contracted to Age Concern. The contract to provide these services is scheduled for re-tendering for a new start in 2003. Access to these services is through community care assessments, with the exception of Early Intervention Centres, where informal attendance and self-referral is the norm.

**Table 5** Contracted Older Peoples Day Centres

| <i>Name</i>                                | <i>Capacity - places per day</i> | <i>Days of operation</i> | <i>% Occupancy (places per day)</i> | <i>Function</i>  | <i>Comments</i>   |
|--|----------------------------------|--------------------------|-------------------------------------|--|---|
| North and South Early Intervention Centres | No formal capacity               | 6 days per week.         | -% (c. 90 people per day)           | Social stimulation and support for older people living alone or isolated.  | Services users make their own way. Difficulties with the South Centre building where a service review is under way.       |
| Stones End Day Centre                      | 43                               | 5 days (Mon-Fri.)        | 77% (33)                            | Full range of day service for older people, inc. transport and meals       | Some transport available. Referrals via community care Assessments. Building needs some repair                            |
| Black Elders Mental Health Day Centre      | 15                               | 3 days (Tues-Thurs)      | 87% (13.5)                          | Full range of day service for black older people, inc. transport and meals | Some transport available. Referrals via community care Assessments Building to good standard (Alternate use with MFEDC)   |
| Mentally Frail Elders Day Centre           | 15                               | 4 days (Fri - Mon)       | 100% (15)                           | Full range of day service for older people, inc. transport and meals       | Some transport available. Referrals via community care Assessments. Building to good standard (alternate use with BEMHDC) |

Seven grant-aided day centres provide day services for older people for a range of minority ethnic communities. These centres overall provide for between 140 and 250 people per day for between 2 and 5 days per week. Although essentially 'open access' to older people in the respective communities, the centres accept Community Care referrals. In the past 3 months, 50% of referrals were from social services Assessments staff, GPs and other health service staff. Table 4 below sets out the level of operation.

**Table 6** Grant-aided ethnic community day centres

| <i>Name</i>   | <i>Days per week</i> | <i>People per day</i> | <i>Comments</i>  |
|---|----------------------|-----------------------|--|
| Black Elderly Group Day Centre                            | 5                    | 28                    | African/Caribbean community user group. Range of stimulating activities and some outreach; some transport available. |
| Golden Oldies Community Care Project                      | 2                    | 40                    | Mainly African/Caribbean user group. Range of social activities but no transport                                     |
| South Asian Elderly Org. Day Centre                       | 5                    | 37                    | South Asian users. Stimulating activities. Some transport.   |
| Southwark Cypriot Day Centre                              | 5                    | 43                    |  |
| Southwark Irish Pensioners Project                        | 4                    | 55                    | Lunch Club/ Drop In. Stimulating social and information activities; some transport available.                        |
| Southwark Turkish Elderly Project                         | 2                    | 25                    |  |
| Southwark Vietnamese Chinese Refugee Community Day Centre | 5                    | 36                    | Vietnamese and Cantonese users – information, social activities. Some transport                                      |

### Older People's Mental Health Day Centres

As set out in the National Service Framework, the role of the day centres in responding to mental health needs is based on the day service forming a part of the service user's longer-term treatment plan. The NSF notes that a key to the success of these centres is their ability to provide a range of stimulating group and one-to-one activities. These activities would generally include reminiscence, news-based discussion, art and aromatherapy, adult education and drama in a controlled and carefully designed environment that is accessible and reduces visual or sensory confusion.

The day centres for older people with mental health needs operate closely with both Assessment/Care management and staff from the Health Service Community MH Teams. A full transport service is provided, along with personal care, activities and some outreach support. Daytime attendance levels at Evelyn Coyle have been affected by refurbishment work, and management action is being taken to restore occupancy to former levels. Evelyn Coyle also provides flexible overnight care service people to provide a residential respite for up to 10 people per night. Details of the operation of older people's mental health day centres is set out in Table 5 below.

**Table 7** Older People Mental Health Day Centres

| Name         | Capacity -places per day | % Occupancy (places per day)     | Standard of Accommodation                      | Week-end use         | Comments  |
|--------------|--------------------------|----------------------------------|--|----------------------|---|
| Evelyn Coyle | 35                       | 54% (19- data from Oct. 2001)    | Recently refurbished                           | None                 | This centre also provides a residential respite service 7 days p. wk. |
| Holmhurst    | 30 (Mon-Fri) 7 (Sats)    | 86% (26) Mon-Fri. 50% (3.5) Sats | Needs some refurbishment but adequate standard | Sat. reduced service | Provides for EMI. Not suited to residential overnight care.           |

### 2.3 Unit Costs

To provide a common approach to data for cost comparison purposes for in-Southwark services, the analysis below identifies unit cost on the basis of the cost per day place used and the cost per day place if used to maximum capacity at the various centres. Variables between centres that affect the unit cost include:

- the length of each day place, from lunch time to one covering 4-5 hours.
- some provide transport whilst others do not
- some provide a wider range of stimulating activities than others,
- the higher costs of operating at the weekends

This survey of unit costs does not provide a full analysis of quality and volume nor does it take into account the above variables. However it does form the basis for further questions to be asked about the high unit cost of in-house services, potentially best resolved through a tendering process.

**Table 8** Older Peoples Day Centre Unit Costs  
*Generic In-house day centres –*

| Name               | Unit Cost - Current Use | Unit Cost - Max Capacity |
|--------------------|-------------------------|--------------------------|
| Fred Francis House | £61                     | £35                      |
| Royal Road         | £47                     | £27                      |
| Southwark Park     | £49                     | £31                      |

#### Specialist Mental Health In-House day centres

| Name         | Unit Cost - Current Use | Unit Cost - Max Capacity |
|--------------|-------------------------|--------------------------|
| Holmhurst    | £67                     | £56                      |
| Evelyn Coyle | £100*                   | £54                      |

\* Evelyn Coyle *current use* unit cost affected by low occupancy following refurbishment.

#### Contracted day centres – Age Concern

| Name                       | Unit Cost - Current Use | Unit Cost - Max Capacity   |
|----------------------------|-------------------------|----------------------------|
| Stones End                 | £23                     | £18                        |
| Black Elders               | £31                     | £28                        |
| Mentally Frail Elders      | £22                     | £22                        |
| Early Intervention Centres | £9                      | (no clear capacity limits) |

***Grant Aided Minority Ethnic Community day centres\*\****

| <i>Name</i>                  | <i>Unit Cost - Current Use</i> | <i>Unit Cost - Max Capacity</i> |
|------------------------------|--------------------------------|---------------------------------|
| Combined grant-aided Centres | £15                            | (no clear capacity limits)      |

\*\*This group of centres operates a diverse range of services and is not fully comparable to the contracted and in-house services, with the possible exception of the Early Intervention Centres. This is an overall average unit cost calculation based on operating days and numbers attending.

### **3 DAY SERVICES FOR PEOPLE WITH LEARNING DISABILITIES**

#### **3.1 Policy Background**

The White Paper, *Valuing People: A New Strategy for Learning Disability for the 21<sup>st</sup> Century* (2001) identified a failure of public services in this sector in overcoming the social exclusion of people with learning disabilities. In day services it recognises the key contribution made by day services to the quality of life of people with learning disabilities throughout their adult lives. However there was a general failure to provide flexible and individually tailored support, and limited access to employment.

Specific White Paper day service objectives include:

- Fulfilling Lives – enabling people with learning disabilities to lead full and purposeful lives in their communities and to develop a range of friendships, activities and relationships.
- Moving Into Employment – participation in all forms of employment, wherever possible in paid work and to make a valued contribution to the world of work.

*Valuing People* noted the historical reliance in learning disability services on large, often institutional day centres but recognises that some councils have done much to modernise their day services. A five-year programme to modernise day services was proposed in the White Paper, focused on the need for increased access to ordinary facilities and the realisation of person-centred plans to develop personal choice and capacity. The Day Service Modernisation Programme plan should be in place by Winter 2002/3, with implementation completed by 2006.

The White Paper also confirms the role of Learning and Skills Councils in providing post-16 education and training and, through the Connexions Service, a link with employment services for this group. A ministerial announcement in May 2002 has confirmed that this service will extend to people with learning disabilities up to the age of 25. Further joint advice from the Department of Education and Employment and the Department of Health will be issued on the interface between employment-related services and day services run by local authorities.

The Mencap publication, *A Life in the Day; the modernisation of day services for people with a learning disability*, notes the day services 'secondary, but vital role of providing effective respite', and the need to find 'an effective balance between the needs of service users and carers'. It recommends maintaining sufficient services to enable it to meet both the individual needs of service users and the respite needs of carers. It notes that high expenditure on residential services may result from low expenditure on day services, as care provided by carers may break down due to the absence of support.

In Southwark much has been done to reshape day services for learning disabilities to remove the reliance on large day centres. With the review of the service in 1998 and the consequent closure of Surrey Docks Day Centre in 1999, this service runs the majority of its provision outside of the single remaining day centre at Queens Rd. These changes have helped to reduce the unit cost for these services to the lowest in Inner London, as observed by CIPFA. Some carers of people with learning disability in Southwark who use the day services have expressed concern at the low level of centre-based provision in Southwark, which is less than 30% of the total formal day service.

The local Partnership Forum is taking a lead in the necessary development of Person-Centred Planning as a basis for the service's ability to respond to individual need, as well as preparing a Day Service Modernisation Programme as required by the Dept of Health by the end of 2002.

### 3.2 Key Indicators

Comparative data on levels of expenditure in 2000/1, the year following the closure of Surrey Docks Day Centre, are contained in Table 7 below. These are adjusted for the size of population and are for the Inner London area.

**Table 9** Gross Exp. on pwld day services\* - (£)

|                        | <i>Exp. weighted .p head of pop</i> |
|------------------------|-------------------------------------|
| Corp of London         | 12.25                               |
| Camden                 | 19.29                               |
| Greenwich              | 16.97                               |
| Hackney                | 15.22                               |
| Hammersmith            | 6.53                                |
| Islington              | 15.48                               |
| Kensington and Chelsea | 8.53                                |
| Lambeth                | 16.62                               |
| Lewisham               | 15.47                               |
| Southwark              | 8.56                                |
| Tower Hamlets          | 27.65                               |
| Wandsworth             | 22.96                               |
| Westminster            | 16.04                               |

\* Derived from KIGS System , DOH

Southwark, at £8.56, spends approximately 45% less than the Inner London average expenditure of £15.50 per head of population on pwld day services. This may reflect the dis-investment from day centre provision in the preceding years and its replacement with services run at lower unit cost. Whether this low level of spend will have a significant impact on the scope for meeting the challenges of 'Valuing People' needs further investigation.



The formal day services provided for people with learning disabilities are all provided in-house and are as follows:

**Table 10** People with learning disability day services

| <i>Name</i>                 | <i>Max. capacity –places per day</i> | <i>% Occupancy (places per day)</i> | <i>Standard of Accommodation</i>                     | <i>Week-end use</i> | <i>Comments</i>  |
|-----------------------------|--------------------------------------|-------------------------------------|--|---------------------|--|
| Southwark Community Project | 60                                   | 72% (43)                            | Office-base and vehicle parking only.                | None                | This day service offers supported access including transport to college, community centres etc. for structured group activities, carers groups and evening sessions.                 |
| Queens Rd Day Centre        | 40                                   | 65% (26)                            | Purpose-built ground-floor building to good standard | None                | Offers a service to those people with profound multiple disabilities, challenging needs, autism or other special needs, and a base for the service user group, <i>Speaking Out</i> . |
| Grange Project              | 40                                   | 100% (40)                           | Southwark College property                           | None                | Staff support and transport service to access Southwark College-based education service and structured projects in the community.  |

In addition to the above, the following voluntary groups daytime provide vocational and employment support and training for people with learning disabilities:

**Table 11** Additional pwld day services

| <i>Name</i> | <i>Comments</i>           |
|-------------|---------------------------|
| Toucan      | Employment Support        |
| Bede Café   | Training and day activity |

Neither of these services are run as formal day provision and their capacity is limited to those people following specific programmes and based on their individual needs. Funding is derived from a number of sources including Social Services grant. Other community resources accessed by people with learning disabilities include Surrey Docks Farm, Morley College and Continuing Education facilities, for which Social Services fund some tutor hours directly.

### 3.3 Unit Costs

There are no specific in-Borough comparators for unit costs, as services such as Toucan and Bede Café do not provide day care. CIPFA statistics do however provide some basis for differentiation (see Appendix 1), the relevant details of which are summarised in Table 10 below. In respect of the unit costs, these indicate that Southwark's in-house unit costs are the lowest identified in Inner London. There are however considerable variations in this data, and this may again be due to the difficulty in making cost comparisons about dissimilar services in some instances.

**Table 12** Pwld Unit Costs - Inner London comparators: (£ per session)

|                        | <i>In-house</i> | <i>Provision by others</i> |
|------------------------|-----------------|----------------------------|
| Corp of London         | -               | -                          |
| Camden                 | 50.95           | 33.36                      |
| Greenwich              | -               | -                          |
| Hackney                | 47.24           | 21.60                      |
| Hammersmith            | 39.68           | -                          |
| Islington              | 65.97           | 210.39**                   |
| Kensington and Chelsea | -               | -                          |
| Lambeth                | 58.09           | 84.46                      |
| Lewisham               | 58.09           | 45.88                      |
| Southwark              | 22.56           | 25.36                      |
| Tower Hamlets          | 48.45           | 56.13                      |
| Wandsworth             | 26.49           | 56.13                      |
| Westminster            | -               | -                          |

\*\* This figure is such a significant outlier, that it should be treated with caution.

Unit costs at this level of difference do however raise concerns about the nature of the service provided in Southwark.

There is comparative evidence in Table 11 of the relatively high level of sessions per person provided each week in the services in Southwark compared to the rest of Inner London. The exception is at Wandsworth, where the figure of nearly 30 sessions per client per week would seem to be an error.

**Table 13** Number of Day Service Sessions provided per client

|                        | <i>No. Sessions p. client p. wk</i> |
|------------------------|-------------------------------------|
| Corp of London         | -                                   |
| Camden                 | 8.22                                |
| Greenwich              | -                                   |
| Hackney                | 6.6                                 |
| Hammersmith            | 4.7                                 |
| Islington              | 6.1                                 |
| Kensington and Chelsea | -                                   |
| Lambeth                | 4.3                                 |
| Lewisham               | 3.3                                 |
| Southwark              | 9.1                                 |
| Tower Hamlets          | 9.1                                 |
| Wandsworth             | 29.2*                               |
| Westminster            | -                                   |

\*This figure represents the average number of sessions per client per week provided, and appears to be an error.

Discounting the Wandsworth return, Southwark's 9.1 sessions per week per client per week stands out as being a high number relative to the Inner London average of 6.4. This figure suggests that service users attend frequently and that, with the low overall unit cost, that activities tend to take place in larger groups. This in turn would affect the service's ability to develop flexible individualised services.

## **4 DAY SERVICES FOR PEOPLE WITH PHYSICAL DISABILITIES**

### **4.1 Policy Background**

There are no specific statements of national policy in respect of day services for people with physical disabilities. The SSI Report *Inspections of Community Services for physically disabled people, 1996* noted the emergence of the 'resource centre' model as a development of the traditional day care centre. This was characterised by greater user involvement, variety of activities and range of service inputs (health, education, vocational etc.). There was a need to recognise the range of aspirations for different age groups – younger users have difficulty with the day centre image. However older users aged 60/65 often did not want to transfer to the different culture of centres for older people. There was a tendency for the day centre for physical disability to represent a relatively older age group. Respite care and short-term breaks highly valued by users and their carers but there was limited access. Unlike the day service for people with learning disabilities, the day service for people with physical disabilities tended not to be viewed as a respite service.

'*Modernising Social Services*' creates a general policy framework with its emphasis on the need to promote independence and inclusion in the activities of a wider community. Clearly, progress in the wider community and the full range of council services through the implementation of the Disabled Persons Act 1995 will improve access for this group. For those people with a physical disability assessed as having a community care need, the current re-assessment process and changes to eligibility criteria will also impact on service provision, with the potential for more assistance at home or respite breaks away.

Day services for physically disabled people are currently centred on the Aylesbury Day Centre, a large day centre building and the sole provider of day services for this group in Southwark. Approximately 150 people use this service, out of an estimated disabled resident population in Southwark of 9,700. User consultation has taken place at the Centre in connection with the wider Best Value Review of Disabilities/Special Educational Needs. Existing service users of the Centre voiced their satisfaction with the services provided and the social benefits they received. 46% of service user Members consulted rated Day Centre services as good. However non-users were of the view that their needs were not met by the Centre and a stigma was attached to attendance. Staff consulted supported a change in emphasis, with 76% calling for resources to be targeted on interventions to develop independence skills. The multi-agency steering group involved in developing employment opportunities for disabled people, CREDS (Creating Real Employment for people with Disabilities in Southwark), has identified a number of gaps in services, including job opportunities and on-the-job support, and the need to review the future function of the Day Centre in this context.

### **4.2 Key Indicators**

Day centre attendance for people with physical disabilities is relatively high in Southwark, at approx. 50% above the Inner London average. This day service is provided almost exclusively at Aylesbury Day Centre, which has a nominal capacity of 80 people. Approximately 66 people attend each day, an occupancy rate of 83%. Table 12 below gives comparators; in 1998/9 for the amount of day care provision in Inner London; and in 2000/1 for the gross expenditure on PD day centres. The expenditure on the PD Day Centre in Southwark is 59% higher than the Inner London average for PD day centres.

**Table 14** PD service users attending day centres and Gross Expenditure per pop aged 16-64\*

|                        | <i>DC Users per 10k of Pop.</i> | <i>Gross Exp. per head (£)</i> |
|------------------------|---------------------------------|--------------------------------|
| Corp of London         | 0                               | 0                              |
| Camden                 | 5.32                            | 1.21                           |
| Greenwich              | 3.57                            | 4.45                           |
| Hackney                | 0.23                            | 0.71                           |
| Hammersmith            | 6.55                            | 3.83                           |
| Islington              | 7.43                            | 3.83                           |
| Kensington and Chelsea | 3.32                            | 1.84                           |
| Lambeth                | 3.17                            | 2.29                           |
| Lewisham               | 23.69                           | 12.14                          |
| Southwark              |                                 | 6.09                           |
| Tower Hamlets          |                                 | 2.68                           |
| Wandsworth             |                                 | 2.2                            |
| Westminster            |                                 | 5.61                           |

\* Derived from KIGS System , DOH

### 4.3 Unit Costs

Unit cost comparators for Inner London are contained in Appendix 1. The relevant data is summarised below in Table 13.

**Table 15** Gross Cost per session Adults 16-64 with a physical disability

|                        |       |
|------------------------|-------|
| Corp of London         | 0     |
| Camden                 | 20.84 |
| Greenwich              | -     |
| Hackney                | 0     |
| Hammersmith            | 46.75 |
| Islington              | 29.01 |
| Kensington and Chelsea | -     |
| Lambeth                | 18.32 |
| Lewisham               | 33.08 |
| Southwark              | 30.81 |
| Tower Hamlets          | 32.77 |
| Wandsworth             | 27.96 |
| Westminster            | 0     |

Table 13 indicates a wide range of unit costs reflecting the range of types of provision in the sector. Southwark's unit costs are at the average for Inner London of £30.22 for those boroughs providing an in-house day centre service.

## **5 DAY SERVICES FOR PEOPLE WITH MENTAL HEALTH NEEDS**

### **5.1 Policy Background**

Mental Health services are subject to a considerable degree of organisational change as a result of merger of the three mental health trusts bringing service in North and South Southwark together for the first time, and the development of the Primary Care Trust. In addition, *Modernising Mental Health Services* (DoH 1998), the National Service Framework for mental health services and the ten-year National Plan (NHS) has set the wider agenda in this sector.

The Southwark Strategy for Services for People with Mental Health Problems has been developed in partnership by the statutory, voluntary and user organisations to respond to this new agenda. It focuses on mental health promotion; preventative work; planned, timely interventions; and on community-based services.

In relation to day services, the strategy envisages the following:

- Day Care Development Manager and a day care forum for users and providers
- Commissioned independently run, accessible, seven day a week services
- A women-only service
- Employment and education initiatives
- Fully accessible buildings, with re-provided accommodation for four existing centres
- Service user-led budget holding for some services
- Specific measurable aims and objectives for each centre service

The in-house day sector consisting of two centres;

- The Maroon Resource Centre is a more recent service comprising building-based and outreach services for African and African-Caribbean people with mental health needs. It is based in a commercial business centre and requires alternative purpose-built or adapted accommodation.
- Castle Day Centre is a longer established day centre working a generic, largely building-based service in the north of the Borough. This does not have disabled access and requires adaptation or re-provision.

This in-house provision is a relatively small part of the overall mental health day service provision of which the Health Service and voluntary sector providers are the major providers. Four other centres receive financial support from Southwark. A further seven centres are supported by the Health Service.

### **5.2 Key Indicators**

Appendix 1 provides comparative CIPFA data for Inner London, summarised in Table 14 below:

**Table 16** Mental Health Day Service Comparative Data

|                        | <i>Net Total cost (£k)</i> | <i>Gross Exp. for mh days per head of pop 16-64, 2000/1*</i> | <i>No. of clients</i> | <i>Total No. of sessions</i> |
|------------------------|----------------------------|--|-----------------------|------------------------------|
| Corp of London         | 13                         | 2.9  | 2                     | 460                          |
| Camden                 | 437                        | 3.08   | 34                    | 472                          |
| Greenwich              | 1026                       | 7.48   | 135                   | -                            |
| Hackney                | 782                        | 5.68   | 7                     | 23                           |
| Hammersmith            | 205                        | 1.64   | 167                   | 170                          |
| Islington              | 1369                       | 10.3   | 248                   | 1601                         |
| Kensington and Chelsea | 1483                       | 10.28  | 328                   | -                            |
| Lambeth                | 542                        | 2.52   | 243                   | 248                          |
| Lewisham               | 699                        | 4.4  | 135                   | 550                          |
| Southwark              | 982                        | 6.11   | 453                   | 1678                         |
| Tower Hamlets          | 1068                       | 8.29   | 22                    | 936                          |
| Wandsworth             | 853                        | 4.39   | 23                    | 665                          |
| Westminster            | 984                        | 5.53   | 226                   | -                            |

\* Derived from KIGS System , DOH

Whilst the number of sessions provided in Southwark is high, the data may be affected by the difficulty of quantifying sessional activity due to the prevalence of the drop-in model of operation in this sector. The gross level of spend adjusted per head of population is near the Inner London average of £5.58.

### 5.3 Unit Costs

**Table 17** Mental Health Unit Costs

|                        | <i>Gross cost per session – in-house</i> | <i>Gross cost per session – by others</i> |
|------------------------|--|---|
| Corp of London         | 0  | 0.54                                      |
| Camden                 | 23.77                                    | 12.57                                     |
| Greenwich              | -  | -   |
| Hackney                | 688.96                                   | 0   |
| Hammersmith            | 23.19                                    | 0   |
| Islington              | 42.35                                    | 6.90                                      |
| Kensington and Chelsea | -  | -   |
| Lambeth                | 54.80                                    | 13.65                                     |
| Lewisham               | 25.10                                    | 0   |
| Southwark              | 17.05                                    | 8.63                                      |
| Tower Hamlets          | 23.35                                    | 21.09                                     |
| Wandsworth             | 144.23                                   | 37.01                                     |
| Westminster            | 0  | -   |

Again due to the difficulties with assessing sessional activity in quantitative terms in the mental health service, this data may be unreliable. However the unit cost of in-house services in Southwark appears the lowest in Inner London.