



PERTH &
KINROSS
COUNCIL

Housing &
Community Care

Perth & Kinross Council

**Best Value Review
of services for
people with a
learning disability and/or
autistic spectrum disorder**

**Final Report
March 2007**



SCOTT
TO GET A
NEW HOUSE
FOR MYSELF

STUART
Play more pool

Wor
Conce
LIKE
JACKING

NEIL
MORE JOB OPPORTUNITIES
SOMETHING DIFFERENT
WORK IN THE THEATRE
HELP DIRECTOR



BEST VALUE REVIEW OF SERVICES TO ADULTS AND YOUNG PEOPLE IN TRANSITION WITH A LEARNING DISABILITY AND/OR AUTISTIC SPECTRUM DISORDER IN PERTH AND KINROSS

MARCH 2007

CONTENTS PAGE

Section		Page No.
1	INTRODUCTION	1
2	EXECUTIVE SUMMARY Making Service: Personal, Local, Flexible	2
3	SCOPING REPORT	4
	3.1 Activity and Functions	
	3.2 Aims of the Best Value Review	
	3.3 Objectives of the Best Value Review	
	3.4 Options for Investigation	
4	POLICY CONTEXT	5
	4.1 'Same as You' National Review	
	4.2 Next Steps	
	4.3 Partnership in Practice Agreements	
	4.4 21 st Century Review of Social Work	
	4.5 Perth & Kinross Housing and Community Care Vision	
5	BASELINE INFORMATION – SETTING UP THE DATABASE	7
6	CONSULTATION WITH KEY PARTNERS/STAFF/SERVICE USERS AND CARERS	7
	6.1 'What do you think about services in Perth & Kinross?'	
7	BENCHMARKING	8
	7.1 Benchmarking Visits	
	7.2 Quantitative Information	
	7.3 East Lothian Council Comparison	
	Table 1 – Service Specific Information 2005-2006	
	Table 2 – Support Services (Day Care)	
	Table 3 – Employment Services	
	7.4 'Same As You' Returns	
	7.5 Statutory Performance Indicators – Respite	
	7.6 Key Findings from benchmarking	
8	COMPOSITION OF THE BEST VALUE REVIEW TEAM	12
9	GENERAL BASELINE INFORMATION	12
10	VALUE OF THE REVIEW	12
11	SERVICE PROVIDED, PURCHASE AND COMMISSIONED	13
12	STAFFING INFORMATION Table 12.1 – Staffing Model of In-house services	

Section		Page No.
Table 12.2 – Staff Age Profile		
13	LEARNING DISABILITY BUDGETS 2000/2001 TO 2005/2006	15
	13.1 Care Commission Categories	
	13.2 Budget Information	
	13.3 Good Practice Action Point	
14.1	ADULT CARE SERVICES BUDGET 2006/07 (AS AT 31 JULY 2006)	18
14.2	BREAKDOWN OF INCOME OF ADULT CARE SERVICES BUDGET 06/07	20
15	STAFF MODEL WTE COSTS BY LOCALTIY AND DESIGNATION – FEB 2007	21
16	SUPPORTED LIVING INCLUDING OUT OF AREA PLACEMENTS	22
17	RESPITE/SHORT BREAK SERVICES	37
18	LOCAL AREA CO-ORDINATION	49
19	DEVELOPMENT OF DAY OPPORTUNITIES	55
20	INCLUSION IN THE COMMUNITY – EMPLOYMENT	69
21	DEVELOPMENT OF SERVICES FOR INDIVIDUALS WITH COMPLEX NEEDS	77
22	TRANSITIONS	85
23	ASSESSMENT CARE MANAGEMENT & CARE PLANNING	91
24	KEY RECOMMENDATIONS	101
25	KEY THEMES	111
26	MOVING FORWARD	112
27	WHAT HAPPENS NEXT?	112

A copy of the Consultation DVD can be found on the back cover of this report

PERTH & KINROSS COUNCIL

BEST VALUE REVIEW OF SERVICES TO ADULTS AND YOUNG PEOPLE IN TRANSITION WITH A LEARNING DISABILITY AND OR ON THE AUTISTIC SPECTRUM DISORDER IN PERTH AND KINROSS MARCH 2007

1. INTRODUCTION

“Without changing our patterns of thought we will not be able to solve the problems we created with our current patterns of thought “ EINSTEIN

This Best Value Review will focus on the whole learning disabilities service to bring together all the disparate elements so that the service can be designed to meet the needs and aspirations of the people with learning disability and/or autistic spectrum disorder in Perth and Kinross.

Learning disability service spending in Perth and Kinross for 2006/07 presently stands at £9.9 million gross and there are 387 people known to the service.

The present service delivery model is fairly traditional in approach and tends to focus on allocating people to existing services more than designing services to meet need.

There are an increasing number of service users arising from demographic changes and many are living longer with more complex needs. Within this group there is a large age range and the aspirations of young people are radically different from some of the older and perhaps more institutionalised people. A major challenge will be identifying future demand and planning for it between children and adult services particularly for those in transition. It is essential that all service users and carers views are taken into account, both in their own support plans and helping in shaping the future design of the service. It is important that staff and providers are prepared and able to meet the challenges ahead; this will mean changing current service delivery to meet the new policy agenda.

The policy agenda at a national and local level has undergone radical changes in the last six years commencing with Same As You recommendations and the other major reports such as ***Changing Lives, Partnership for a better Scotland*** and the ***Future of Unpaid Care in Scotland***. The Scottish Executive is supporting the development of the In-Control model of self directed care.

The expectation for local authority services is that they should become more inclusive, person-centred and focused on positive outcomes for service users.

This Policy context as well as the findings of recent inspection reports will help inform the review. The review has nine key elements. The findings and recommendations are summarised and brought together at the end of the report.

2. EXECUTIVE SUMMARY

The key themes of the review can be summarised as follows:

Effective Strategic Planning/Implementing the *Same As You*

- More effective forward planning based on information from individual plans
- There needs to be major improvement in the way management information is held to ensure better monitoring, planning, awareness of spending patterns and service delivery
- Budgets should be personalised not centralised in order to focus on the individual and achieve effective use of monies
- Services will be focused on delivering the right outcomes for people backed by a culture of continuous improvement and development.
- A robust commissioning policy based on person centred principles needs to be developed.

Person Centred Planning

- A total commitment to person centred planning as a foundation for the new holistic approach
- All service users in preparation for life transitions will have agreed person centred plans which are reviewed annually
- Service will become personal, local and flexible and fit the person

Development of Supported Living

- An urgent priority is the provision of housing and support for people living in residential care homes and with families, when appropriate to rebalance service provision in line with the "*Same As You*".

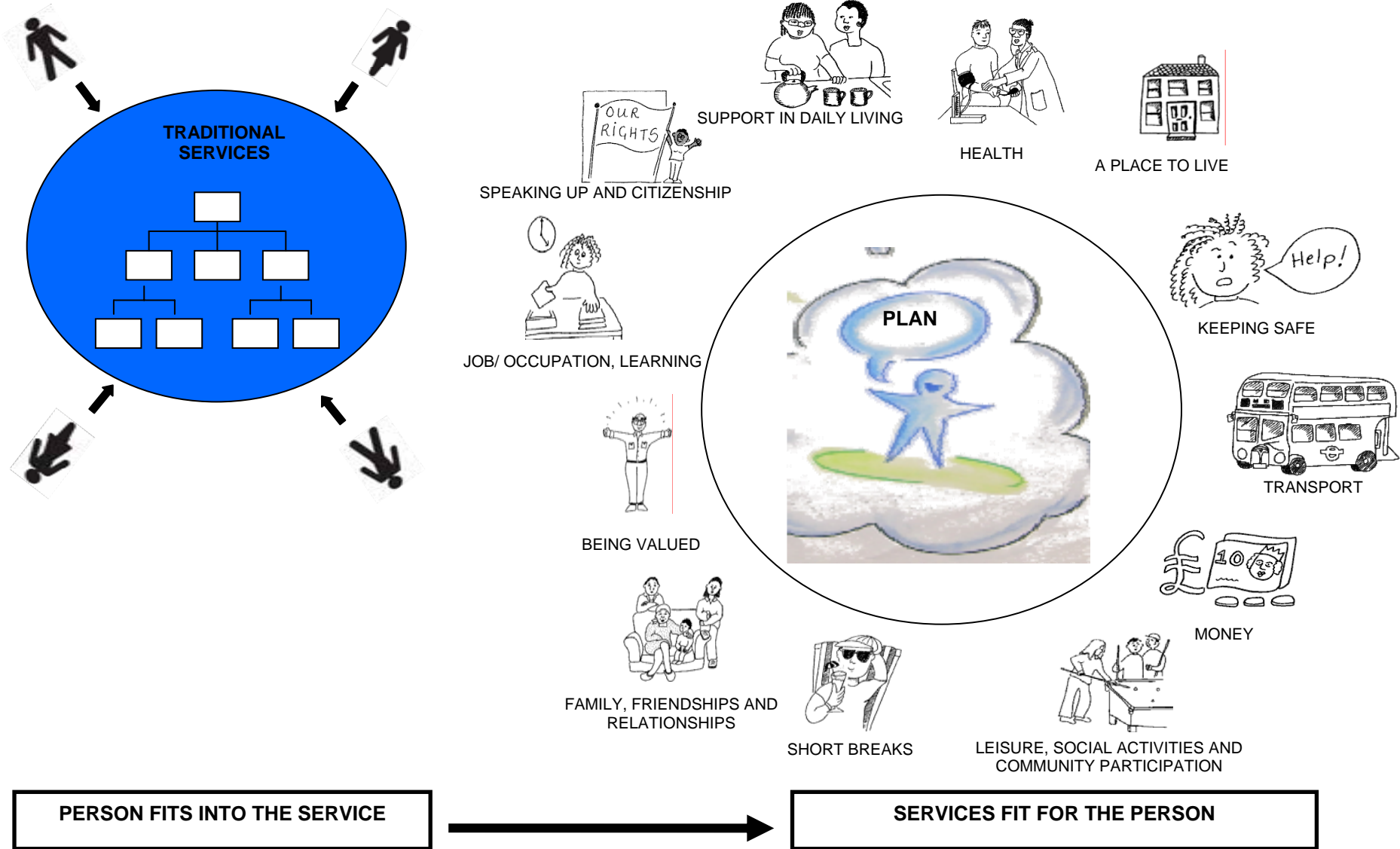
Development of Localised Services

- A move away from building based services to more individualised, flexible and community based services
- Service delivery to be through redesigned service working with service users, other council services, community planning partners, the voluntary sector, carers and local communities

Workforce Development

- Training for staff will focus on building individual, carer and community capacity
- Staffing models will change from traditional to a proactive and flexible approach
- Training for staff will be required in the engagement of service users in the planning of services in line with the council community engagement strategy

MAKING SERVICES PERSONAL LOCAL FLEXIBLE



3 SCOPING REPORT

The scoping paper was approved by the Executive Officer Team on 13th September 2006 and covered the following areas.

3.1 ACTIVITY AND FUNCTIONS

The review covers services to people with a learning disability and autistic spectrum disorder. There are nine elements of the service which are dealt with separately but all play an important part in supporting and meeting people's needs. Enhancing the links between these services is essential to improving service delivery.

- Supported Living Services
- Out of Area Placements
- Respite/Short Break Services
- Local Area Coordination
- Development of Employment and Day Opportunities
- Inclusion in the Community
- Development of Services for Individuals with Complex Needs
- Transitions
- Assessment Care Management and Care Planning

3.2 AIMS OF THE BEST VALUE REVIEW

- To examine the extent to which the current provision of learning disability services in Perth & Kinross meets local and national strategic objectives.
- To ensure that services provided by Perth and Kinross Council to adults with a learning disability are effective, efficient and provide value for money.
- To ensure that services are developed in line with the "Same As You" recommendations
- To identify options for redesigned services to meet the challenges and provide an improved service to people with a Learning Disability and their carers.

3.3 OBJECTIVES OF THE BEST VALUE REVIEW

- Map the current provision of learning disability services and consider the current and future demand for these services
- Assess the quality of services including meeting the needs and preferences of current and future users of the service
- Evaluate the cost effectiveness of existing learning disability services
- Identify the potential to improve and redesign services to meet future needs taking account of the principles of integration, participation, empowerment, person-centred, flexible and responsive services.
- Involve service users, carers and staff in the redesign of services.

3.4 OPTIONS FOR INVESTIGATION

This section identifies an initial short list of improvement options for further investigation to meet future need:

- Improve in-house service
- Re-design and develop services

- Joint working
- Introduction of new services
- Bring service users back to Perth and Kinross
- Cease delivering services
- Self directed support and guidance
- Consider shared service delivery with other councils

The conclusion of the Scoping Report stated that the Best Value Review and other national and local drivers have set in motion a process which allows for the development and improvement of services for people with learning disabilities. The successful redesign will produce a modernised, sustainable, efficient, effective and quality service which will also be socially inclusive.

4 POLICY CONTEXT

4.1 SAME AS YOU NATIONAL REVIEW

The “*Same As You*” 2000 is a ten year programme. In 2005 there was a major review of its effects on people’s lives

This review is set within this policy, a ground breaking review of services. It sets out an ambitious agenda for change and listed 29 recommendations and 7 principles. The 7 principles are:

- 1 People with learning disabilities should be valued. They should be asked and encouraged to contribute to the community they live in. They should not be picked on or treated differently from others.
- 2 People with learning disabilities are individual people.
- 3 People with learning disabilities should be asked about the services they need and be involved in making choices about what they want.
- 4 People with learning disabilities should be helped and supported to do everything they are able to.
- 5 People with learning disabilities should be able to use the same local services as everyone else, wherever possible.
- 6 People with learning disabilities should benefit from specialist social, health and educational services.
- 7 People with learning disabilities should have services which take account of their age, abilities and other needs.

4.2 NEXT STEPS

In 2006 the Scottish Executive produced a national overview of the *Same As You* and next steps document. Over 600 people with a learning disability were surveyed and two thirds said their lives had changed for the better. Some people, however, still do not have equal access to the things that are most important to them and that others take for granted such as home, independence, friends and relationships.

National Key Themes for further action are:

- Lack of appropriate support for people with complex needs

- Transition for young people moving to adult services and future *Partnership in Practice Agreements* need to address how agencies will plan and provide for children leaving school
- Development of support to carers including personalised, preventative respite
- Planning for people living with older carers.

4.3 PARTNERSHIP IN PRACTICE AGREEMENTS

One of the 29 recommendations in the Same As You was that every local authority and health board should draw up a Partnership in Practice agreement (PIP) outlining their service development plans for the next three years.

There have so far been 2 *Partnership in Practice Agreements* produced:

2001-2004

2004-2007

The third *Partnership in Practice Agreement* is due this year.

4.4 21st CENTURY REVIEW OF SOCIAL WORK

The 21st Century Review of Social Work is called 'Changing Lives'. The implementation plan says that new legislation will be introduced to:

- shift the focus from the language of welfare to that of wellbeing, recognising the partnership between individuals and the state and reflecting new principles of personalised services, while recognising the compulsory nature of some practice;
- embed national priorities and performance improvement arrangements, ensuring that services are focused on the right outcomes, backed by a culture of performance improvement;
- set out new governance arrangements for social work, which ensure a proactive, systematic approach to managing risk and promoting excellence;
- enshrine the role of service users and carers in the design and delivery of services, through the development of citizen leadership programmes;
- regulate to protect the functions of the registered social workers; and position social work services within the context of wider public services reforms.

A key message is that services cannot continue to do the same and should develop individual and community capacity to deliver improved outcomes for people.

4.5 PERTH & KINROSS HOUSING AND COMMUNITY CARE VISION

"Working together with individuals, communities and partners to provide services which are appropriate, accessible and valued.

These will be delivered by a skilled and valued workforce who will protect the dignity and worth of the individual.

We will focus on those most in need of care and support"

5 BASELINE INFORMATION – SETTING UP THE DATABASE

Prior to the Best Value Review, information about the services that were being delivered was only held within each operational area. For example the Adult Resource Centres each kept their own information and records, every Social Worker kept a record of their own caseloads etc. This meant that nobody had an accurate view of the entire learning disability service as a whole, who required what service, and at what cost. SWIFT, the new computer system, had recently been installed but only had minimal management information.

Initial consultations with staff therefore were aimed at getting up to date information about the service they were providing and establishing what information it was important to record.

Meetings with all areas of the service took place: finance, staffing, care management, the Adult Resource Centres, Social Inclusion Team, Supported Living Team, Birchwood, Housing, Education and Children's Services Public Transport Unit and the results pulled together to obtain an accurate database of the whole service and to establish what services each person was receiving and at what costs e.g. £250,000 spent on transport. Information has been prepared using care commission categories, please see section 13.1.

Information from the database was then used to highlight some of the issues facing the service and encourage key partners, service users and carers to re-engage with the Best Value Review process because of previous delays.

6 CONSULTATION WITH KEY PARTNERS/STAFF/SERVICE USERS AND CARERS

6.1 'What do you think about services in Perth and Kinross?'

The first round of consultations with people with a learning disability and their families and carers established what they thought about the quality and effectiveness of the services that they receive. This was done by:

1. Commissioning the Scottish Consortium of Learning Disability to design and analyse a questionnaire which went out to 657 service users and carers.
2. Holding 4 consultation events for users and carers in August/September 2006

A report was produced by the Scottish Consortium detailing the results of the consultation. A full copy is available on ERIC for staff and the Perth and Kinross Council Website. The conclusion of the report states:

People's dreams reveal what they would like from life: friends, relationships, jobs, to feel safe and respected, a sense of belonging, hobbies and interests – "the good things in life."

Services in Perth and Kinross go some way to fulfilling these dreams for people. In particular, many people enjoy a wide range of activities and enjoy friendships with staff and their peers. People feel safe and generally well supported in their homes. Many people are living where they want to live. A good number of people have jobs although most of these are not full time or well paid.

The questionnaire results indicated, and the consultation days confirmed this, however, there is still some way to go. Bullying and harassment is still common, a significant number of people aren't living where they want to or with someone of their choosing, they haven't got the jobs they would like and many would like more friendships and relationships than they currently have. In addition, family carers especially, raised questions about service planning and moreover, the crisis driven nature of service provision. They comment on a 'them and us' attitude existing between services and carers which, coupled with a perception that previous consultations have not resulted in the changes they have asked for, have led them to feel excluded and disempowered.

In the responses to the questionnaire family carers said forward planning levels were poor, service provision was crisis driven and quality of service was both variable and inflexible.

That said, there are positives to build on. Firstly there are good services which are evidently improving people's lives, and secondly, this review which clearly indicates what people want from services. The Best Value Review Team has shown a commitment to discover what people think about their services. If this is followed by a commitment to use this information to shape future services, then there are good grounds for believing that the dreams people have will start to be realised.

Service users, carers, staff, key providers and other key stakeholders were invited to attend workshops in December/January 2007 to discuss the proposed options for future service and identify the strengths, weaknesses, opportunities and risks of each option. This information was used to identify final recommendations and will help to guide the implementation phase.

For further details of the consultation process carried out, please see Appendix 1.

7 BENCHMARKING

7.1 Benchmarking Visits

Benchmarking visits were made by a combination of the Best Value Review Team, service users, carers and staff to the following local authority areas to visit innovative practice:

- Stirling Council
- Fife Council
- Angus Council
- Mid and East Lothian
- North Lanarkshire
- East Renfrewshire

Renfrewshire Council visited Perth and Kinross Council to view Blairgowrie Adult Resource Centre, Can-able and Kinnoull Adult Resource Centre (Shuna Court).

Details of the benchmarking visits relevant to each section are included in the report. This provided the review team with high quality information.

7.2 Quantative Information

A benchmarking questionnaire was sent out to all the authorities in the ABC comparative benchmarking group. The only response was received from East Lothian Council. This reflects the experience of another authority currently doing a Best Value Review who also had a very poor response to their benchmarking questionnaire

7.3 East Lothian Council Comparison

Table 1 – Service Specific Information 2005-2006

	East Lothian Council	Perth and Kinross
Overall gross budget for learning disability/autistic spectrum disorder (based on POBE – Projected Outturn Budget Estimate)	£4.7 million	£9.5 million
Overall number of known service users	347	387
Number of service users in Residential Care Homes	17	86 *
Number of service users in their own tenancy	172	21 In-house 20 Externally purchased
Number of service users in receipt of a direct payment	12	11
Number of service users in receipt of a indirect payment (In Control Model)	0	0
Number of service users in out of area placements	20	25
Number of service users receiving traditional building based respite	53 includes those receiving non building based respite (8%)	65 – 61 of which are building based respite (8%)
Number of service users receiving non-building based respite e.g. activity holidays, ordinary short break.	Unknown	4

* It should be noted that the major reason in the budget spend appears to be the difference between high numbers in residential care in Perth & Kinross compared to the number of people in their own tenancies in East Lothian. It should be noted that the 113 people in residential care funded by Perth & Kinross compared to 17 in East Lothian. The number, in Perth & Kinross Council, in their own tenancies is the 9th lowest in Scotland according to *Same As You* returns 2005.

Table 2 - Support Services (Day Care)

	East Lothian Council	Perth and Kinross
Overall Day Service Budget	£1,689,000 (In House Net)	£1,454,422 (In House Net)
No of Service Users	124	147
Day Service Staffing Budget	£1,129,000	£1,319,463
No of Day Service Care Staff FTE	38.82	37.73
No of Day Service Managers/Admin FTE	5.30	9.25
No of Other Staff (e.g. drivers, cleaners)	5.08	11.89
Total Staff FTE	49.20	58.87

Table 3 – Employment Services

	East Lothian In-house services	Perth and Kinross In-house services
Overall Employment Support budget	£402,000	£289,845
No of people in jobs over 16 hrs with market rate pay	7	11
No of people in jobs under 16 hrs with market rate pay	4	2
No of people in employment/training for work (not paid market rate)	58	67
Other staff post (please specify)	-	-
No of Job Coaches	4	*

* Part of DCO/Outreach Workers role and therefore unable to quantify

7.4 SAME AS YOU RETURNS

The Scottish Executive collects annual returns from each local authority in the following areas. The returns for 2005 are as follows:

	Perth & Kinross	National Scottish Average
No of people with a learning disability who have personal life plans	11%	25%
Employment opportunities	19%	14%
Further education	39%	19%
Living in own tenancy	24%	29%
Short breaks/respite	2%	11%

7.5 STATUTORY PERFORMANCE INDICATORS - RESPITE

Audit Scotland collect statutory indicators and the only one to affect this review is respite.

The 2005-2006 figure for:	Perth and Kinross Council ranking compared with other local authorities
total overnight respite provided for people aged 18-64 per 1000 of the total population	23 rd out of 32
Total daytime respite provided for people aged 18-64 per 1000 of the population	25 th out of 32

* These reflect the low performance seen in the Same As You return and is clearly an area for improvement.

7.6 KEY FINDINGS FROM BENCHMARKING

There are significant differences between Perth and Kinross Council and other councils e.g. East Lothian (See 7.3 for comparison). There are high numbers of people in residential care homes and low numbers in their own tenancy in Perth and Kinross. This is not only contrary to the policy direction of the "Same As You" but also appears to be a much more costly way of delivering services.

8

COMPOSITION OF THE BEST VALUE REVIEW TEAM

Staff Name	Designation	Contractual Agreement
Pam Green	Project Manager	Jan 06 – March 07
Emma-Jane Draper	Project Administrator	Jan 06-Aug 06 (part-time) and Aug 06–Mar 07 (Full-time)
Charlie Collie	Consultation & Support Officer	Jan 06–Mar 07
Louisa Soo	Business Analyst	21 Aug 06- 12 Oct 06 (part-time) Agency staff
Moira Morrison	Senior Accountant (Out posted)	Nov 06 – March 07 (2 days per week)
Aileen Smith	Workforce Planning Officer	25 Oct 06 – 31 Mar 07 Mon-Thurs (part-time agency staff)

It should be noted that there were 2 previous project managers who resigned their post prior to the appointment of the current post holder, 3 of the original team members that were appointed in March 2005 were assigned other work duties during the absence of a manager and were not available when the current manager was appointed in January 06.

Getting staff resources for the team was difficult and this is the reason agency staff have been used by the review manager. They have played an essential role in the work of the team despite being unfamiliar with the council and its procedures. During the life time of this review there has been management changes within the learning disability service including 3 temporary service managers and 1 permanent service manager who was the original project manager who resigned. A permanent service manager for learning disabilities was finally appointed in December 2006 and it is hoped this will bring stability and leadership to the service.

9 GENERAL BASELINE INFORMATION

61% of services are commissioned from external providers.
39% of services remain in-house.

10 VALUE OF THE REVIEW

Total Net Community Care Budget 2006-2007	£42,271,000
Total Net Learning Disability Budget 2006-2007	£ 7,776,072

Please see listed below details of services provided, purchased and commissioned by Housing and Community Care for people with a learning disability and/or autistic spectrum disorder.

Support Services (Day services and opportunities)

Provided By	Service	No of People
Perth and Kinross Council	Adult Resource Centre	155
Perth and Kinross Council	Social Inclusion Team	126

* Some of the above People use both services

Provided By	No. of People
External Provider within Perth and Kinross	17
External Provider outwith Perth and Kinross	20

Housing Support Services

Provided By	No. of People
Perth and Kinross Council	22
External Provider within Perth and Kinross	20

Short Breaks and Respite Services for Adults

Provided By	Service	No of People
Perth and Kinross Council	Birchwood	40
External Provider within Perth and Kinross Council	Residential Care Homes	25

Care Homes for People with Learning Disabilities

Provided By	No. of People
External Provider within Perth and Kinross	80
External Provider outwith Perth and Kinross	21

Care at Home

Provided By	No. of People
External Provider within Perth and Kinross	9

Please note that the above figures change regularly.

For detailed information see relevant service element report.

12 STAFFING INFORMATION

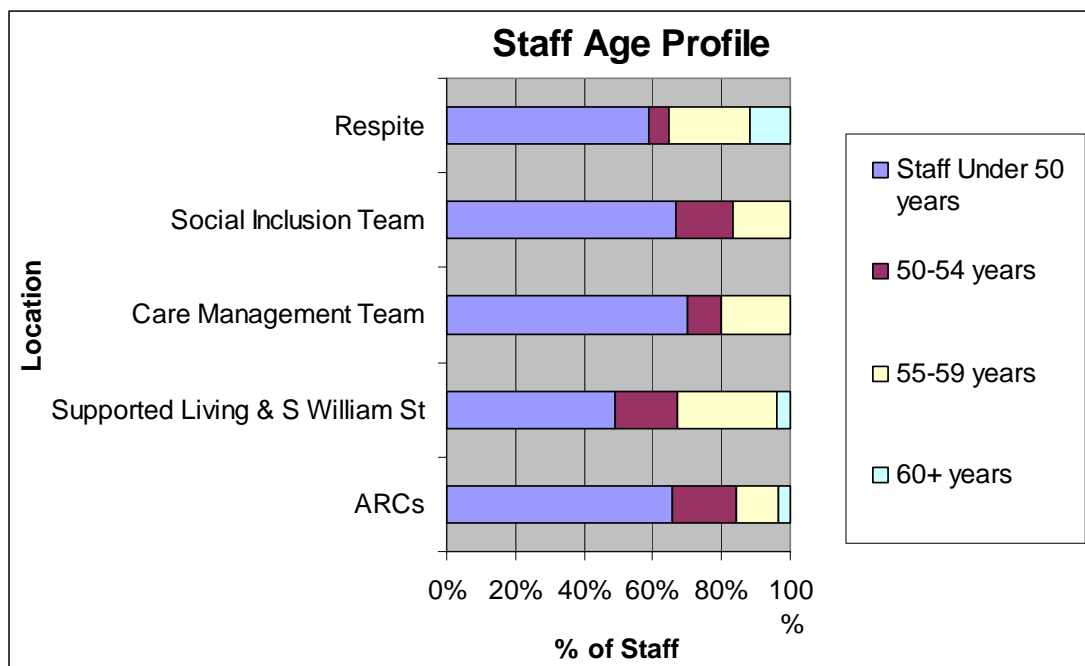
Table 12.1 – Staffing Model of In-house services

Location	No. of people supported	No of FTE Staff	FTE Staff (%)	Total Annual Staffing Budget	Total Annual Gross Budget
Supported Living Team	17	31.92	23%	£747,560	£777,070
South William Street	-	4.65	3%	£110,650	£113,135
Respite Birch Avenue	40	19.06	17%	£452,072	£478,068
Learning Disabilities Fieldwork Team	-	9.2	7%	£284,577	£292,419
Social Inclusion Team	126	9.86	7%	£247,365	£289,845 ^{*1}
Blairgowrie ARC	39	18.23	13%	£411,740	£442,300 ^{**2}
Parkneuk	4	1.05	1%	£22,551	£21,915
Gleneagles ARC	46	16.92	12%	£376,694	£414,333
Shuna Court	46	15.37	11%	£341,989	£392,034
Kinnoull House	16	8.35	6%	£189,040	£224,755
Totals	-	134.60	100%	£3,184,238	£3,144,922

*1 no of people supported by the Social Inclusion Team overlaps with people also attending adult resource centres

**2 Staff from Blairgowrie ARC are seconded to Social Inclusion Team (Can-able)

Table 12.2 – Staff Age Profile



It is evident from 12.2 that in respite, adult resource centres and the supported living team there is a high proportion of the workforce over 50 years. This may impact on future recruitment and retention.

More detailed staffing information can be found in section 15 on page 21. Information from benchmarking visits to other local authorities, who have moved to flexible localised support services with revised job descriptions and structures, is available on support services.

13 LEARNING DISABILITY BUDGETS 2000/01 TO 2005/06

The increase in the annual gross budget from 2000/2001-2005-2006 is £5,629,726.

Financial Year	Gross Budget	*1 Income	Net Budget	% Increase - on Gross Budget	% Increase - on Net Budget
2000/2001	4,274,615	765,422	3,509,193		
2001/2002	4,660,898	766,739	3,894,159	9.04%	10.97%
2002/2003	7,071,961	1,582,978	5,488,983	51.73%	40.95%
2003/2004	7,948,986	2,096,304	5,852,682	12.40%	6.63%
2004/2005	8,965,889	2,335,349	6,630,540	12.79%	13.29%
2005/2006	9,564,800	2,131,244	7,433,556	6.68 %	12.11 %
2006/2007	9,904,341	2,128,269	7,776,072	3.55 %	4.61%

*1 Income is derived from supporting people monies, resource transfer from health and individual assessed contribution.

13.1 CARE COMMISSION CATEGORIES

For the purpose of the Best Value Review it was agreed the National Care Commission Categories would be used as a basis of sub division of the budget.

The reasons for this were:

- to capture baseline information in agreed format
- to create consistency and capture spending pattern
- different sections of the department are capturing information and calling them by different names e.g.
 - Community living
 - Supported tenancies
 - Floating support
 - Home care support
 - Care at home
 - Supported living
- All services the department purchase or provide require to be registered with the Care Commission under one of their categories
- Care Commission categories are nationally recognised and can form a comparative basis for benchmarking
- The new SWIFT computer system was of minimal use in providing baseline information on service users

The Care Commission categories and descriptions are:

Category	Care Commission Definition
Care Homes for People with Learning Disabilities	Residential Care registered and inspected by the Care Commission
Housing Support Services	Housing support services are provided or commissioned by a landlord as part of a tenancy agreement. Some services are delivered to people who live in accommodation that is registered with the local authority under the terms of their occupancy agreements. Housing support services can range from around one hour a week to 24-hour residential support. It covers a range of activities that allow people to maintain their accommodation, meet their duties and responsibilities as a tenant and get involved in the local community.
Care at Home	National standards for care at home relate to services that people receive in their own home. This could be a family home or someone's own tenancy.
Support Services	Support services are all those services which currently come under the heading 'day care'. They do not include care at home and housing support which are covered by separate standards. Day Care Services can be provided in a variety of settings, by staffed service or volunteer services. They range from services that are offered within a care home or centre to those provided directly in the community and not based in a centre.
Short Breaks and Respite Care Services for Adults	Short breaks and respite care cover a range of services and situations. Most short breaks services involve the person being temporarily separated from the carer. Support at home and holiday escorts, however, may also allow family members to enjoy the break with the person. Breaks may be close to home or farther away. Breaks may be provided by services or through individual arrangements funded for by direct payments.

The different headings in the learning disability budget were re-classified by the Business Analyst into the Care Commission categories to produce the following information.

13.2 BUDGET INFORMATION

The following is a breakdown of the budget into care commission categories and other headings.

Description	2006-2007 Total Annual Net Budget	2006-2007 Total Annual Gross Budget	% Net Budget
Residential Care Homes	£2,879,875	£3,867,693	38
Housing Support Services	£1,028,299	£1,364,593	13
Care at Home	£167,689	£167,689	2
Support Services + Social Inclusion Team	£2,255,073	£5,116,658	30
Short Breaks/Respite Care	£481,322	£549,746	6
Direct Payments	£47,788	£47,788	1
External Transport	£260,163	£260,163	3
Fieldwork Team	£261,919	£292,419	3
Consultation & Support Officer	£26,353	£26,353	0
Local Area Co-ordination	£33,537	£33,537	0
Others (inc. Sth William Street Project, Milnab St, St Madoes & Alyth Project)	£334,054	£921,409	4
Total Budget	£7,776,072	£9,904,341	100

Please refer to page 18 and 19 for a detailed 2006-2007 budget as per care commission categories.

*The income source is on page 20

13.3 Good Practice Action Point

There needs to be departmental agreement on how to categorise information about financial spending on individuals. This should include all department expenditure. Information is currently held on each sections budget e.g. transport, day care. It is not broken down to costings for each person. To ascertain the costs of each person's care package it is important that all the component parts are costed for each individual.

14.1 ADULT CARE SERVICES BUDGET 2006/07 (As at 31 Jul 06)

LEARNING DISABILITIES

Fin Code	Description	Gross Budget	Income	Resource Transfer	Net Budget	Care Home	Housing support services	Care at home	Support services	Short breaks / respite care	Direct Payment	Others
3605-0018	Best value review	110,583	0		110,583							110,583
3625-0223	Care Management Team - Original budget	233,971	-500	-30,000	203,471							203,471
3625-0223	Care Management Team - Change Fund	58,448	0		58,448							58,448
3635-0360	Parkneuk	21,915	-20,000		1,915		1,915					
3635-0371	LD Homecare	30,000	0		30,000					30,000		
3665-0550	Almondbank House (Supported Living Team)	54,285	0		54,285		54,285					
3165-0561	Airlie View	229,635	0	-225,928	3,707	3,707						
3165-0562	An Cala	263,001	-25,971	-112,964	124,066	124,066						
3675-0553	Birch Avenue Centre - Original budget	470,039	-43,550		426,489					426,489		
3675-0553	Birch Avenue Centre - Change Fund	8,029	0		8,029					8,029		
3685-0377	South William Street Project	113,135	-15,000	-98,135	0		0					
3685-0437	Change Fund - Consultation & Support Officer	26,353	0		26,353							26,353
3685-0437	Change Fund - Local Area Co-ordinator	33,537	0		33,537							33,537
3685-0437	Change Fund - Other Staff Costs	7,305	0		7,305							7,305
3685-0437	Change Fund - Training/Transport Costs	20,000	0		20,000							20,000
3685-0437	Change Fund - Grant - Enable	20,500	0		20,500							20,500
3685-0437	Change Fund - Grant - PUSH	29,725	0		29,725							29,725
3685-0437	Change Fund - Grant - PAMIS	8,713	0		8,713							8,713
3655-0412	Kinnoull ARC (Shuna Court)	392,034	-5,650		386,384				386,384			
3655-0413	Kinnoull House (Isla Road)	224,755	-2,450		222,305				222,305			
3655-0414	Gleneagles Road ARC	414,333	-7,650		406,683				406,683			
3655-0415	Blairgowrie ARC	442,300	-3,250		439,050				439,050			
3685-0416	Social Inclusion Team - Original budget	109,655	0		109,655				109,655			
3685-0416	Social Inclusion Team - Change Fund	167,890	0		167,890				167,890			
3685-0416	Social Inclusion Team - Change Fund - Can Able	12,300	0		12,300				12,300			
3165-0523	LD - Nursing Placements	3,222,777	-399,955	-223,000	2,599,822	2,599,822						
3675-0432	Day Care Outwith P&K	380,192	0		380,192				380,192			
3675-0442	Day Care Within P&K	105,000	0		105,000				105,000			

Fin Code	Description	Gross Budget	Income	Resource Transfer	Net Budget	Care Home	Housing support services	Care at home	Support services	Short breaks / respite care	Direct Payment	Others
3605-0390	LD Community Living (Open Minds)	106,158	0		106,158	106,158						
3605-0390	LD Community Living (Open Minds)	14,697	0		14,697				14,697			
3605-0390	LD Community Living (Open Minds)	10,917	0		10,917				10,917			
3105-0600	Grants - Open Minds/Enable (Core Grant)	11,485	0		11,485							11,485
3105-0600	Grants - Enable (Block Grant)	125,743	0		125,743							125,743
3105-0600	Milnab Street	195,132	0	-195,132	0	0						
3635-0383	Direct Payments	47,788	0		47,788						47,788	
3175-0730	Short Breaks Placements - LD	41,678	-24,874		16,804					16,804		
3185-0802	St Madoes Project	235,000	-68,000	-167,000	0	0						
3665-0574	Discovery Keep	145,000	0	-98,878	46,122	46,122						
3685-0383	Bridge of Earn Project	44,297	-11,297	-32,487	513		513					
3685-0384	Alyth Project	44,088	-11,088	-33,000	0		0					
3655-0440	Canable	0	0		0				0			
3685-0387	Supported Tenancies	689,000	0		689,000		521,311	167,689				
3685-0391	Supported Living Team	722,785	-272,510		450,275		450,275					
	Total	9,644,178	-911,745	1,216,524	7,515,909	2,879,875	1,028,299	167,689	2,255,073	481,322	47,788	655,863
3655-0450	External transport	260,163	0		260,163				260,163			
	Grand Total	9,904,341	-911,745		7,776,072	2,879,875	1,028,299	167,689	2,515,236	481,322	47,788	655,863

* These figures exclude resource transfer from the health board which was accounted for centrally 2005/2006

- The change fund is accounted for in the gross budget
- Resource transfer is accounted for in the income section
- For further breakdown of income please see page 20

14.2 Breakdown of Income of Adult Care Services Budget 06/07

		INCOME ANALYSIS				
DESCRIPTION	CARE COMMISSION CATEGORY	CLIENT CONTRIBUTION	SUPPORTING PEOPLE	RESIDENTIAL CARE INCOME	OTHER	RESOURCE TRANSFER
Care Mgmt Team - Orig Budget	Other				£500.00	£30,000
Parkneuk	Housing Support Service		£20,000.00			-
Airlie View	Care Home					£225,928
An Cala	Care Home			£25,971.00		£112,964
Birch Av Centre - Orig Budget	Short Breaks/Respite Service	£41,000.00				-
					£2,500.00	
		£50.00				
South William St Project	Housing Support Service		£15,000.00			£98,135
Kinnoull ARC	Support Services	£4,600.00				-
					£1,050.00	
Kinnoull House	Support Services	£2,100.00				-
					£350.00	
Gleneagles Road ARC	Support Services	£7,200.00				-
					£450.00	
Blairgowrie ARC	Support Services	£2,700.00				-
					£550.00	
LD - Nursing Placements	Care Home			£399,955.00		£223,000
Milnab Street	Care Home					£195,132
Short Breaks Placements - LD	Short Breaks/Respite Service			£24,874.00		-
St Madoes Project	Care Home			£68,000.00		£167,000
Discovery Keep	Care Home					£98,878
Bridge of Earn Project	Housing Support Service			£11,297.00		£32,487
Alyth Project	Housing Support Service			£11,088.00		£33,000
Supported Living Team	Housing Support Service		£272,510.00			-
		£57,650.00	£307,510.00	£541,185.00	£5,400.00	£1,216,524

15 Staff Model WTE Costs by Location and Designation – February 2007

Location	Mgr	Dep Mgr	Social Worker/ Care Mgr	Senior Social Care Officer	Social Care Officer	Day Ctre Off.	Clerical	Night Duty	Care Asst Domestic	Cooks	Escort Attendant	Driver/ Handypers on Gardener	Total
Supported Living Team	1			2	26.25		0.5	1.89				0.27	31.92
South William Street				1	3.65								4.65
Respite Birch Avenue	1			1	11.59		1.99			2.43		1.05	19.06
Learning Disabilities FieldworkTeam	1		7.20		1								9.2
Social Inclusion Team	1				*4.86	#4							9.86
Blairgowrie ARC	1	1			1.05	9.56	0.76		1.82	1.08	0.61	1.35	18.23
Parkneuk					1.05								1.05
Gleneagles ARC	1	1				11	0.54		1.62	0.68	0.54	0.54	16.92
Shuna Court	1	1				9.31	0.95		1.35	0.68		1.08	15.37
Kinnoull House		1				6.81			0.54				8.35
Totals													134.60

Outreach v workers*
Community Facilitators #

BEST VALUE REVIEW OF LEARNING DISABILITY SERVICES

SUPPORTED LIVING AND OUT OF AREA PLACEMENTS



In order to shift the balance of care from residential to supported living major changes are required in the way we plan and deliver the service.

16	SUPPORTED LIVING INCLUDING OUT OF AREA PLACEMENTS	23
16.1.1	Policy Context	
16.1.2	Baseline Assessment Information	
16.1.3	Support Living Definitions	
16.1.4	Service Purchases and Provided	
	Table 1 – In-House Housing Support Services within Perth & Kinross	
	Table 2 – Externally purchased Housing Support Services within Perth & Kinross	
	Table 3 – Residential Care Homes Service profile within Perth & Kinross	
16.1.5	Out of Area Placements	
	Table 1 – Service profile outwith Perth & Kinross	
16.1.6	Summary of Current Position	
16.1.7	Keeping people safe from institution abuse	
16.1.8	Unmet Need	
16.1.9	Housing Post	
16.2	Challenge	
16.2.1	Reasons for the high number of people in residential care	
16.2.2	Same As You National Overview and Next Steps	
16.3	Consultation	
16.3.1	What do you think about services in Perth & Kinross?' Questionnaire	
16.3.2	Are you living where you want to live or would you like to move somewhere else?	
16.4.1	Who was consulted?	
16.4.2	Consultation from 'What do you think about your services in Perth & Kinross?'	
16.5	Comparison	
16.5.1	'Same As You' Returns	
16.5.2	Benchmarking Visits	
	Table 1 – Service Specific Information	
16.5.3	Summary of Comparative Information	
16.6	Competition	
16.7	Options – Supported Living including Out of Area Placements	
16.7.1	Consideration of all alternative options Strengths, Weaknesses, Opportunities, Risks	
16.8	Option 1 and Option 2	
16.9	Option Appraisals	
16.10	Preferred Option	

16 SUPPORTED LIVING INCLUDING OUT OF AREA PLACEMENTS

16.1.1 POLICY CONTEXT

Recommendation 26 from The Same As You states:

- (a) "Life plans for people with learning disabilities who live with their parents should include plans for a time when parents may no longer be able to provide care"
- (b) We expect to see a shift to the pattern of care.
- (c) We expect:
 - Considerably fewer people (including older people) in nursing home; and
 - Most people in various forms of supported accommodation, with particular emphasis on adult placements, small group homes and supported living arrangements.

In order to shift the balance of care from residential to supported living we will require major change in the way we plan and deliver the service.

16.1.2 BASELINE ASSESSMENT INFORMATION

Currently there are 80 people in Perth and Kinross and 27 living outwith in registered residential care homes. This represents 38% of the whole of the learning disability budget. The best information available suggests that there are 41 people living in their own tenancies.

16.1.3 SUPPORTED LIVING DEFINITIONS

For the purpose of this report supported living includes:

Table 1 - Care Commission Categories and Definitions

Category	Definition
Housing Support Services	This covers a range of activities that allow people to maintain their accommodation
Care Homes	Residential care inspected
Care at Home Services	People receive in their own home or the family home

All services purchased by the council needs to be registered with the care commission under one of the above categories.

The Care Commission make a number of requirements and recommendations. Requirements are instructions given by inspectors to ensure that the establishment/service is meeting the legal requirements of registration. Usually these must be adhered to within days of receiving the final report.

Recommendations are instructions which the inspectors have given as a way of improving the service so that it meets standards of best practice. It is expected that recommendations will be met as soon as possible and Managers of services are expected to return the draft copy of the registration report to the Care Commission, accompanied by an action plan for meeting any such recommendations.

16.1.4 SERVICES PURCHASED AND PROVIDED

Table 1 In-House Housing Support Services within Perth and Kinross

Name	No of People	Weekly net cost per person	Outcome of Care Commission Reports	
			No of Requirements	No of Recommendations
Supported Living Team	17	£571 + Supporting people income	3	2
Parkneuk (Blairgowrie)	4	£9.21 + Supporting people income		
South William Street	0	Supporting People/Resource Transfer income		
Total	21			

Table 2 - Externally Purchased Housing Support Services within Perth and Kinross

Name	No of People	Funding Source	Quality Indicators	
			No of Requirements	No of Recommendations
Gowrie, Alyth	5	Supporting People/Resource Transfer	2	5
Gowrie Care, Outreach	4	Supporting People/Resource Transfer	0	3
Gowrie, Crieff	2	Supporting People/Resource Transfer	0	4
Sense Scotland	5	Supporting People/Resource Transfer	1	4
Ark Housing	8	Supporting People	0	0
Totals	24		3	17

**Table 3 - Residential Care Homes
Service profile within Perth and Kinross**

Name	No of People	Size of Home	Weekly gross cost per person	Quality Indicators	
				No of Req.	No of Rec.
The Grange, Balbeggie (Private)	25	32	£408	4	8
Upper Springland, Perth - Capability Scotland (Voluntary)	1	61	£1008	3	5
Corbenic - Camphill Community, By Dunkeld (Voluntary) * this is inclusive of support services during the day	8	27	£594	3	12
Mount Ericht, Blairgowrie (Private)	14	16	£408	4	3
Gowrie, Kinross - An Cala (Voluntary)	4	4	£1506 (of which 50% is resource transfer and 50% Community Care)	1	2

Rosemount, Blairgowrie (Private)	4	61	£501	4	0
Schiehallion, Rosemount Blairgowrie (Private)	4	5	£408	1	4
Arkbrae, Perth - Ark Housing (Voluntary)	8	8	£408	3	0
* Gowrie, 9 Airlie View, Alyth (Voluntary)	4	4	£1083	2	2
Gowrie, 12 Milnab Street, Crieff (Voluntary)	3	3			
Gowrie, 16 Milnab Street, Crieff (Voluntary)	4	4	£1251	0	5
Dalnaglar, Crieff (Private)	3	26	£471	3	0
Northlands, Blairgowrie (Private)	4	22	£471	2	3
St Madoes, Richmond Fellowship (Voluntary)	3	3	£1735	1	2
TOTALS	89	273		30	44

16.1.5 OUT OF AREA PLACEMENTS

Table 1 - Service profile outwith Perth and Kinross

There are 25 people with a learning disability and/or autistic spectrum disorder who are currently placed outwith Perth and Kinross in registered accommodation. There are a total of 20 different providers.

Geographical Area	No of People	Annual Cost per person
Dumfries and Galloway	2	£94,906-£107,029
Aberdeen	2	£16,511-£24,958
Dover	1	£67,181
Alloa, Stirlingshire	1	£27,638
Preston, Lancashire	1	£120,548
Devenick, Aberdeenshire	1	£28,136
Peebleshire	1	£55,271
Dundee	2	£94,906-£107,029
Dundee	1	£17,971
Ayrshire	1	£197,320
Arbroath	1	£18,168
Kilmarnock	1	£36,320
Wyboston, Bedfordshire	1	£94,724
Halifax	1	£32,875
Stirlingshire	3	£34,706-£49,864
Doncaster	1	£73,637
Leicester	1	£273,956
Edinburgh	1	£26,835
Falkirk	1	£49,981
Southampton	1	£110,087
TOTALS	25	£1,797,891

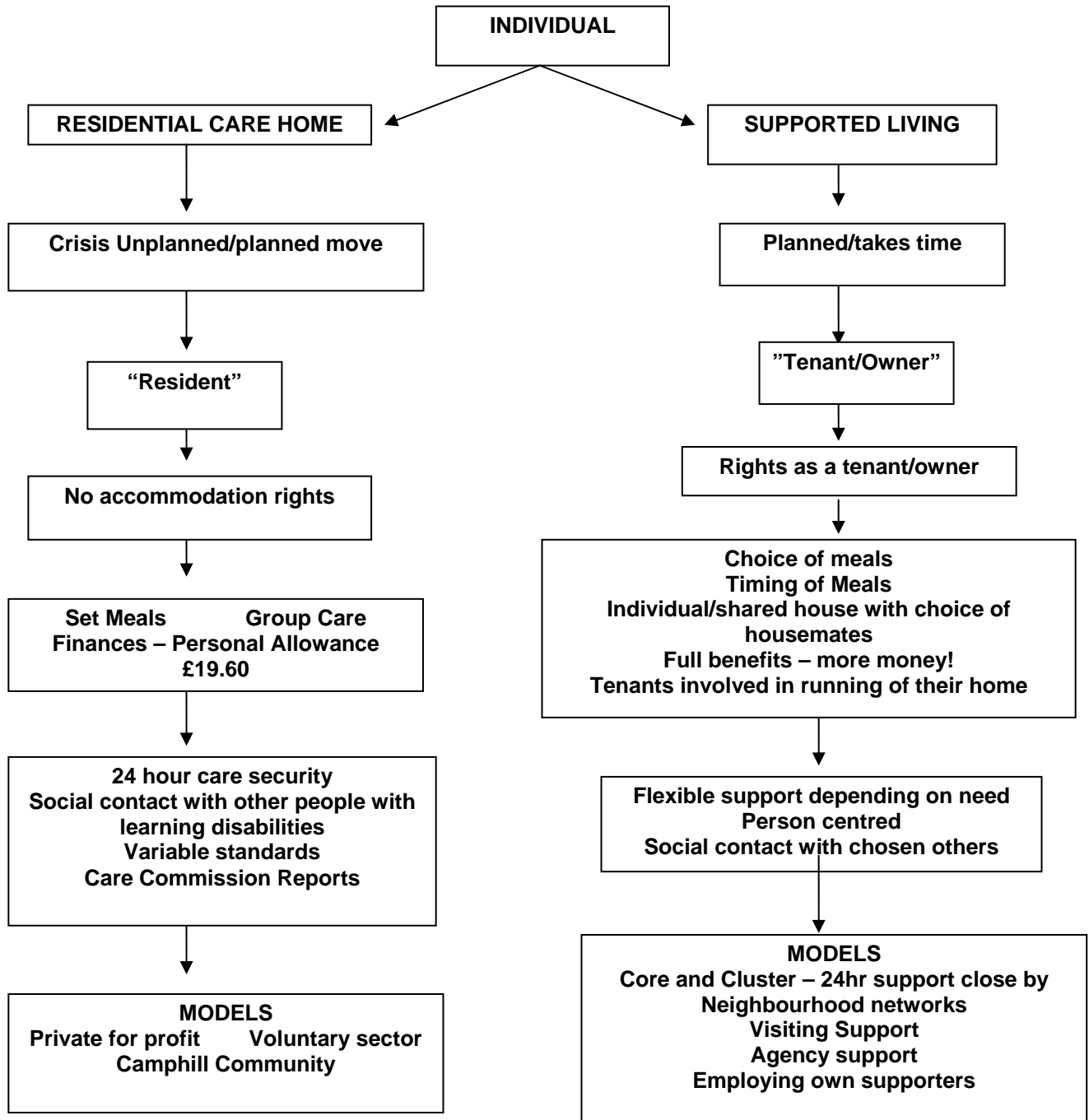
For confidentiality purposes details of individual costings are not given and instead average annual costs have been established. Care Home places are funded through a mixture of resource transfer and the Housing and Community Care Learning Disability budget. Housing Support places can use the above monies plus supporting people monies and an individuals own entitlement to allowances including the Independent Living Fund.

16.1.6

Summary of Current Position

- (a) There are 113 people with a learning disability living in residential care
- (b) There are 41 people with learning disabilities living in their own tenancy with housing support according to the information we have available.

There are major differences in the outcomes for people depending where they live.



16.1.7 Keeping people safe from institution abuse

There is a vulnerable adult protocol and policy across Tayside. The joint investigation report into the services for people with learning disabilities at Cornwall Partnership NHS Trust 2006, however, found that institutional abuse was widespread, preventing people from exercising their rights to independence, choice and inclusion.

Institutional abuse was described as:

“Neglect and poor professional practice also need to be taken into account. This may take the form of isolated incidents of poor or unsatisfactory professional practice, at one end of the spectrum, through to pervasive ill treatment or gross misconduct at the other. Repeated instances of poor care may be an indication of more serious problems and this is sometimes referred to as institutional abuse”.

Good Practice Action Point

It has been highlighted during consultation with staff that there is no system for recording incidents of institutional abuse other than on an individual's file. It is therefore not possible to build up a picture of the isolated incidents that happen to individuals which could give cause for concern when viewed as a whole. It is recommended that a database of all investigation and complaints about providers of services are retained not only in the individual file but are retained centrally. It would be for the service to determine the most appropriate person to maintain this information.

16.1.8 Unmet Need

Levels of unmet need are currently unknown but an Accommodation and Support needs database has been developed by a working group set up under the Best Value Review.

In order to develop a support plan with a person it is important to maximise the resources available to individual service users from a whole range of benefits e.g. the independent living fund. A study was done by the Best Value Review Team to ascertain how many people who went to Birchwood Respite Unit could potentially claim ILF.

The group was chosen because:

- They all lived with families who could use extra support
- Our database had information about other services the individuals received and as the local authority need to contribute £200 worth of services to an ILF support package and we are able to confirm they were in receipt of these services.
- The names of people receiving high rate disability living allowance were held by the financial assessment officers and people need this allowance to qualify for ILF.
- The direct payments officer had a list of people already in receipt of ILF and was able and willing to undertake the necessary collation of the Best Value Review information, her own and the finance assessment officers.

From this study we found 16 people who would appear to qualify for ILF which can provide up to £785 per week, of this the local authority needs to provide £200 in a direct payment for services.

This exercise used easily available but un-coordinated information and identified people who were already in receipt of high rate DLA and did not include the others who may have been able to get this benefit if supported to apply.

Good Practice Action Point

There is a need to proactively plan, maximise and co-ordinate people's income so as to develop support packages around the individual.

16.1.9 Supported Housing Development Post

A housing post was created from the Change Fund which is given to the Council to implement the Same As You. The employee resigned and was not replaced. It is essential that this post is filled if this council is to achieve better outcomes and co-ordination for people.

Perth and Kinross has a long way to go to achieve even the Scottish average in the number of people in supported housing. Same As You returns 2005.

16.2 CHALLENGE

Perth and Kinross Member Officer Group agreed the Best Value Review Scoping Report on 13th September 2006 but wanted the high number of people living in registered care homes to be reduced.

16.2.1 Reasons for the high number of people in residential care:

- There are always residential care places available in Perth and Kinross but developing housing and support for a person can take time, planning, finance and available appropriate housing
- If there is a crisis in a person's care arrangements and there is no emergency plan then there will be no alternative to the person going into residential care. This is an expensive option for the Council particularly when the person's needs cannot be met by services locally
- The old saying failure to plan is planning to fail is particularly apt when looking at how people move on from family care.

Good Planning and Practice

A year ago Perth and Kinross Council successfully completed the transformation of a 17 bedded care home into a housing support service now called the supported living team, which provides person centred support to 17 people who live in their own homes. The former residents, now tenants, are enthusiastic when talking about their new lives. There is a major difference in the amount of control, choice and rights that a person has, depending on the category of accommodation they live in. e.g. people living in their own tenancy have security of tenure whereas people living in residential care have no rights of occupancy in their accommodation.

16.2.2 Same As You National Overview and Next Steps

Projections of the number of people with learning disabilities likely to require supported accommodation over the coming years should inform the planning and commissioning of services. The database that has been set up will assist with this process but must be maintained and be the responsibility of a member of staff.

The challenge to the service is to achieve better outcomes for people in terms of where they live and call home, by getting better at helping families plan for the future

16.3 CONSULTATION

The consultation was wide ranging and extensive. It involved consultation with service users, carers, staff and key partners. There were four consultation events in August/September 2006 and the Scottish Consortium for Learning Disability were commissioned to design and analyse a questionnaire "What do you think about your services in Perth and Kinross", which went out to 657 people.

A full copy of the findings is available on the Council website and Eric. There were two further consultation events in December/January 2007 to look at the proposed options. People's views were illustrated on a DVD which is available from Charlie Collie, Consultation and Support Officer.

16.3.1 'What do you think about your services in Perth & Kinross' Questionnaire

In the responses to the questionnaire family carers said forward planning levels were poor, service provision was crisis driven and quality of service was both variable and inflexible.

16.3.2 Are you living where you want to live or would you like to move somewhere else?

Service Users response:

73% (83 out of 114) said that they were living where they wanted to live but 27% (31 people) would have liked to move elsewhere. Those in supported living were most likely to be living where they wanted to, suggesting that access to housing and support is what enables choice to be exercised.

A consultation event at Dewars Centre in Perth held on 23rd January 2007, and attended by over 60 delegates, heard about the good practice at the Supported Living Team. Small groups discussed the strengths, weaknesses, opportunities and risks (SWOR) analysis of the proposed options for supported living.

The themes from the workshops were similar to those from the questionnaire, but in addition, people wanted information about supported living and better use of review meetings at Adult Resource Centres to plan for the future.

Several older family carers had not had a social worker for several years. They were very worried about the future and needed support to start the process of planning for the future. Two carers talked movingly about how very difficult it was to begin these discussions with their loved ones

It is clear from analysing the ages of those people going into residential care there is a sharp rise in admissions when people reach 40. Planning with older family carers should as a minimum begin when a person reaches 30 years of age. When this was proposed at the consultation day families of younger people were very keen to ensure that they were not excluded from this opportunity.

Adult Resource Centre staff have the potential and are in a good position to do some group work with service users around these issues. There are also people in centres who have moved on from home and could share their experience. One carer suggested reserving a slot at the Adult Resource Centre review just for a carer so that there would be an opportunity for carers to share their concerns with staff.

The Adult Resource Centres in the future could play a much greater role in supporting family carers.

16.4.1 Who was consulted?

Key partners

Service users and carers were invited to the option appraisal workshop

A group consisting of Housing and Voluntary sector, Planning and the fieldwork team was established to develop a supported accommodation database and look at different models of supported living.

The draft Supported Accommodation Form was presented to the 'Development of Supported Living, Respite and Local Area Co-ordination' workshop for discussion and has been amended following feedback. This has now been sent out to service users and carers via 'In The Picture' news letter. This will give us vital information about unmet need and will help to inform the planning process.

Information collected to date has been used to make the case to the Scottish Executive for supporting people's monies to be maintained in Perth and Kinross.

Findings from the consultation exercise were used to develop the proposed options and these were detailed in 'What is the way forward?' booklet. These were given out and an analysis of the replies has informed the recommendations.

16.4.2 Conclusion from 'What do you think about your services in Perth and Kinross?' SCLD report said:

It is clear that some people are experiencing more choice and control over their lives. For others however, fundamental choices, like living in their own place, still have to be realised.

Those in supported living and with paid support have good outcomes in terms of people's chosen lifestyle, employment and belonging to groups. Those in care homes also have high group membership but less good outcomes in terms of friends. Those in the family home benefited from friendships but were less likely to have their chosen lifestyle. Comments made on the consultation days show the importance to people of home, of friends and of being able to get out and do new things.

There are some encouraging results (enjoyment of activities and friends) on people's quality of life. These are not shared by all and there is considerable progress yet to be made on social inclusion.

16.5 COMPARISON

16.5.1 Same As You returns

The Same As You returns put the number of people living in Perth & Kinross in their own tenancies below the Scottish average and the 9th lowest in Scotland.

16.5.2 Benchmarking visits were made to five local authorities area

Internet search of good practice

Visit made to one housing provider

Table 1 – Service Specific Information

	East Lothian Council	Perth and Kinross
Overall number of known service users	347	387
Number of service users in Residential Care Homes	17	86
Number of service users in their own tenancy	172	21 In-house 20 Externally purchased
Number of service users in receipt of a direct payment	12	4
Number of service users in receipt of an indirect payment (In Control Model)	0	0
Number of service users in out of area placements	20	27

16.5.3 Summary of Comparative Information

Two local authorities, North Lanarkshire and East Renfrewshire Council, are using the In

control Self Directed Support model to develop a resource allocation system to provide a fair allocation of resources.

North Lanarkshire Council are using person centred planning tools to support people to achieve a good life. They use essential life style planning to produce very good information and detail about how the person should be supported. This information is then used to commission individual services for that person.

North Lanarkshire Council do not use block contracts as they consider they do not lead to good outcomes for people. They have developed principles and a value base along the Same As You principles and this underpins all of its commissioning work. They have worked closely with providers to ensure that they deliver person centred and inclusive services which is enshrined in contracts. People who are out of area placements are returning to North Lanarkshire.

The approach they have is to start with the person, get to know them as an individuals and develop person centred plans then an in control resource allocation system is applied to determine funding allocation. Following this, an individual service is commissioned informed by knowledge about the person.

North Lanarkshire Council is finding that by working in the way described they are investing in planning and developing individual services, it is cost effective and is providing people with good outcomes.

16.6 COMPETITION

Cost output and outcomes are currently very variable depending on a range of factors. The quality of life of a person with a learning disability is dependent ultimately on their home. Both quality and choice needs to be improved.

16.7 OPTIONS

The type of accommodation a person lives in is currently a lottery and is largely dependent on:

- Whether or not there has been good planning in place and the circumstances leading up to the move e.g. people coming out of the hospital closure programme/crisis in usual care.
- Whether someone has had a strong family or other advocate pushing on their behalf.
- Resources being available at the right time

There is a clear need to work closely with older parents to begin to plan the future. It is proposed that this work begins at a minimum, when the cared for person reaches the age of 30.

Care commission reports on in house services are the only ones that currently are submitted to the Scrutiny Committee.

Good Practice Action Point

It is recommended to ensure scrutiny and quality that all the care commission reports of all services purchased are reported to committee.

The Supported Living Team is the only in house service provider. It is providing a good

quality service that is person centred and is meeting the objectives of the Same As You; there are no recommendations to change this service.

16.7.1 Consideration of all alternative options Strengths, Weaknesses, Opportunities, Risks

The housing workshop discussed the strengths, weaknesses, opportunities and risks of the Accommodation and Support Database Form as a means of planning future housing and support requirements. The form was adapted following this process.

16.8 OPTION 1 STATUS QUO

Crisis driven service not acceptable to the Member Officer Group who want to see fewer people in residential care homes.

OPTION 2 INCREASE CAPACITY AND CHOICE IN SUPPORTED LIVING BY:

(a) BETTER PLANNING FOR PEOPLE LIVING WITH FAMILIES

- Person centred planning offered to everyone interested in supported living
- Person centred plans in place for everyone 30 years and over living with family members
- Increase the number of carers partnership agreements
- Training for staff in person centred planning
- Developing local tools e.g. Thinking ahead in Fife

(b) ACCOMMODATION AND SUPPORT DATABASE

- Can be completed for anyone requiring supported living
- Should be completed for everyone 30 years and over
- Completed for people currently in residential/nursing care who want to move into the community

(c) HOUSING POST TO BE REINSTATED TO:

- Manage database
- Keep abreast of developments
- Co-ordinate and develop new projects

(d) DEVELOP LOCALLY BASED SUPPORT SERVICE FOR PEOPLE WHO HAVE BEHAVIOUR THAT CHALLENGES SERVICES

- All people living outwith Perth and Kinross need to have a plan which would include consideration of a possible return.

16.9 OPTION APPRAISALS

To objectively assess each of the options, the option appraisal criteria was set out in the scoping report and applied to each. An exercise was undertaken to apply the weighting of each of the criteria, to determine the best option; copies of this exercise are included in Appendix 2.

The options appraisal scores following this exercise are:

Option 1 - 68

Option 2 - 332

16.10 PREFERRED OPTION

The preferred option is Option 2 – Increase capacity and choice in supported living.

The key actions to deliver this are:

- Move away from residential care home placements to provide more housing and supported living.

- Person centred plans for each person who wants supported living
- Person centred plans for each person aged 30 or over living with family carers
- A housing and accommodation database created to identify future housing and support requirements
- Reinstate housing post to co-ordinate and develop new projects
- Care Commission reports on all providers go to Committee
- Develop an equitable resource allocation system and maximise personal benefits and consider developing the In-control model
- Implement and monitor a robust commissioning strategy based on Same As You principles
- Person centred plans produced for every person currently living outwith Perth and Kinross
- Improve information available from SWIFT to provide accurate information on the housing status of individuals e.g. tenant, family home, residential care home.
- Improve information available from SWIFT about the financial information on each individual e.g. what the council is paying for, from which budget heading and what benefits the person is claiming
- Increase the number of carers partnership agreements
- Produce a guide book for family carers on future planning

BEST VALUE REVIEW OF LEARNING DISABILITY SERVICES

RESPITE/SHORT BREAK SERVICES



17	RESPITE/SHORT BREAK SERVICES	37
17.1.1	Policy Context	
17.1.2	Future of Unpaid carers in Scotland	
17.2	Baseline Information	
17.3	Baseline Information – Current Providers	
17.3.1	Care Commission	
	Table 1 – Respite/Short Break providers currently used	
17.3.2	Private and Voluntary Sector Provision	
17.3.3	In-House Provision – Birchwood (In-house 4 bedded Respite Unit)	
17.3.4	Birch Avenue Centre	
17.3.5	Birchwood Respite Unit	
	Table 2 – Staff Model and Costs	
17.3.6	Recommendation	
17.4	Challenge	
17.4.1	Birchwood	
17.4.2	Way Forward	
17.5	Consultation	
17.5.1	Staff Questionnaire	
17.5.2	Consultation Events	
17.6	Comparison	
17.6.1	Table 3 – Comparison of number of people support to staff model and costs	
17.6.2	Comparison of two in-house 24hr services	
17.6.3	'Same As You' Returns	
17.6.4	Statutory Performance Indicators	
17.6.5	Benchmarking Visits	
17.7	Challenge	
17.8	Competition – Examples of providers of respite not currently used by Perth and Kinross Council	
17.9	Options – Respite/Short Break Services	
17.9.1	Consideration of all alternative options Strengths, Weaknesses, Opportunities, Risks	
17.10	Option Appraisals	
17.11	Recommended Option	
17.12	Key Actions	

17 RESPITE/SHORT BREAK SERVICES

17.1.1 POLICY CONTEXT

Recommendation 20 from The Same As You states:

“The Scottish Executive and local authorities should review their guidance and procedures to make sure that local authorities and health boards can arrange their short break and shared care arrangements for children and adults flexibly and with as little bureaucracy as possible”

Respite/Short Breaks

Definition of Respite (Audit Scotland)

Respite is a service that provides a short break to benefit both the person being cared for and the carer. The break is provided through the agreed provision of care arrangements so that the carer has a break from caring and is in a position to follow any non caring activity they choose.

- 17.1.2** The Scottish Executive has commissioned a major report on the future of unpaid care in Scotland. One of the key findings is that respite is rated by carers as the most important support they receive.

In response to the report the Scottish Executive has established a Respite Task Group who will report by June 2007 and will:

- Be responsible for assessing respite provision in Scotland; updating national strategic guidance for respite services, and contributing to local service redesign to shift the focus of local provision to preventative, personalised respite care.
- Develop national strategic guidance for respite services to set out what should be covered in local service planning and to underpin Local Improvement Targets (LITs)
- Produce advice on service redesign to tailor respite services to the personal needs of users and carers, including sharing good practice on:
 - Respite service planning
 - Increasing access to short breaks and respite services through local respite brokerage facilities; and
 - The use of national and local information on short breaks and respite services
- Assess the pros and cons of proposals for a statutory minimum entitlement to respite for some carers.

These findings will further inform the implementation of the respite proposals.

17.2 BASELINE INFORMATION

The council has a four bedded unit based at Birch Avenue Centre in Scone which provides respite to 40 families. A further 26 people get services which are purchased from voluntary and private sectors.

17.3 BASELINE INFORMATION RESPITE AND SHORT BREAKS – CURRENT

17.3.1 Care Commission

All respite services are registered with the Care Commission who regularly inspect services. Following an inspection they produce a report which includes requirements and recommendations. Requirements are instructions given by inspectors to ensure that the establishment/service is meeting the legal requirements of registration. Usually these must be adhered to within days of receiving the final report.

Recommendations are instructions which the inspectors have given as a way of improving the service so that it meets standards of best practice. It is expected that recommendations will be met as soon as possible and managers of services are expected to return the draft copy of the registration report to the Care Commission, accompanied by an action plan for meeting any such recommendations.

Table 1 – Respite/Short break providers currently used

Name of Provider	Weekly Cost per person	Size of Resource (no. of beds)	No of People using service	Outcome of Care Commission Inspections *	
				No of Requirements	No of Recommendations
Birchwood Care Unit (In-house)	£1972	4	40	1	0
The Grange (Care Home)	£406.78	32	10	4	8
Upper Springland (Care Home)	£786.56	61	5	3	4
The Gables (Care Home)	£442	22	2	1	1
Camphill Blair Drummond (Care Home)	£413	36	1	4	6
Rigifa Residential Care Home	£406.78	15	1	0	4
Rosemount Care Home	£501	61	1	4	0
Kippen House Care Home	£406.78	26	1	3	1
Open Minds	Individual Costings	8	4	-	-

* for further details of care commission recommendations please see Appendix 1

17.3.2 Private and Voluntary Sector Provision

Analysis of the Care Commission reports on the respite services purchased from the Voluntary and Private Sector indicate:

- Lack of opportunities for people to go out and about over the weekends
- Mixed quality of care, some are much better than others

Service users, carers and staff have voiced concern about some of the respite facilities used:

“the place I go is horrible, the bathrooms are horrible, the floors are wet and there are holes in the curtains”

Staff members have voiced their concerns:

“Its very difficult to sell somewhere you don’t believe in”

Family Members have voiced their concerns:

“He turned his face to the wall and cried, I could not send him back there”

This leaves family members desperate for a break and service users, aware that their families need a rest, in a terrible dilemma.

It is proposed that all care commission reports for all the residential care homes the council use are sent to the Council’s Housing and Health Committee.

17.3.3 In-House Provision - Birchwood (In-house 4 bedded Respite Unit)

The Birchwood Short Breaks Unit is situated within the Birch Avenue Centre which provides services for people with a learning disability including a day service and offices for the fieldwork team. Birchwood is situated within a mix of private and local authority housing and is convenient for local shops, pubs and public transport to Perth. The grounds provide car parking facilities with a surface which is suitable for those with mobility problems and a sensory garden easily accessible from the Unit.

17.3.4 Birch Avenue Centre

The respite unit manager is responsible for the maintenance of the whole building including those parts not used by the respite service. The building is used by 70 members of staff based there including the fieldwork team, community nurses and allied health professionals plus:

- One day hospital for 10 people
- One respite unit with 4 beds
- 2 consultant clinics per week

Health pay for this facility but this amount does not reflect the true costs of providing these services and this needs to be reviewed along with the appropriateness of the respite manager having the responsibility for managing such a large building as this is a time consuming and onerous task.

17.3.5 Birchwood Respite Unit

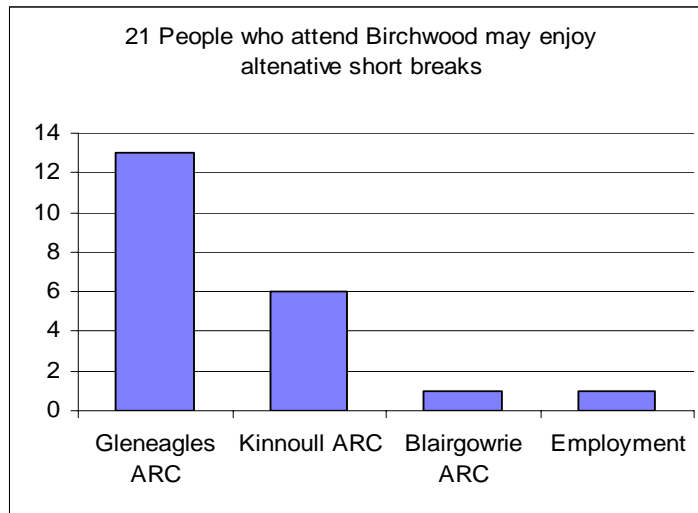
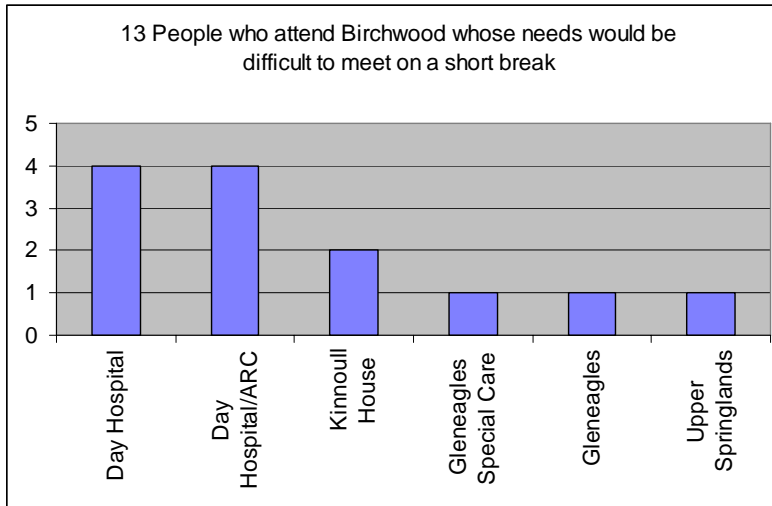
All but one person going to Birchwood for respite attends an Adult Resource Centre or the day hospital during the day.

Table 2 - Staff Model and Costs

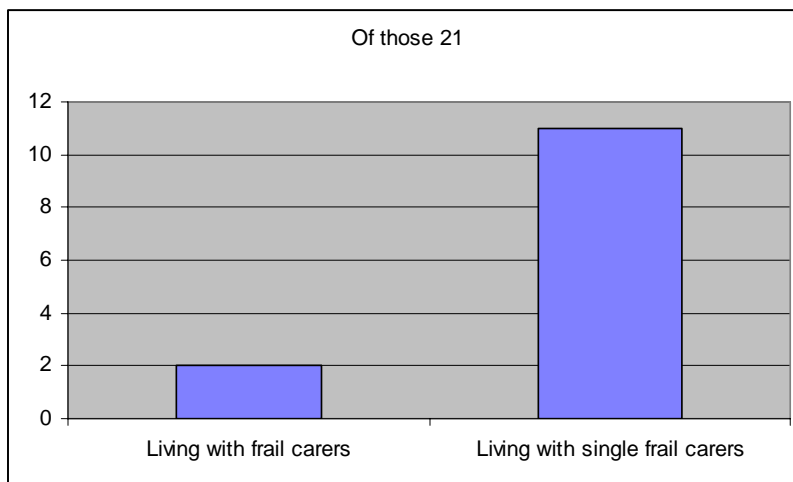
Designation	WTE Staff
Manager	1
Senior Social Care Officer	1
Social Care Officer	11.59
Clerical	1.99
Cooks	2.43
Driver/Handyperson/Gardener	1.05
Total	19.06

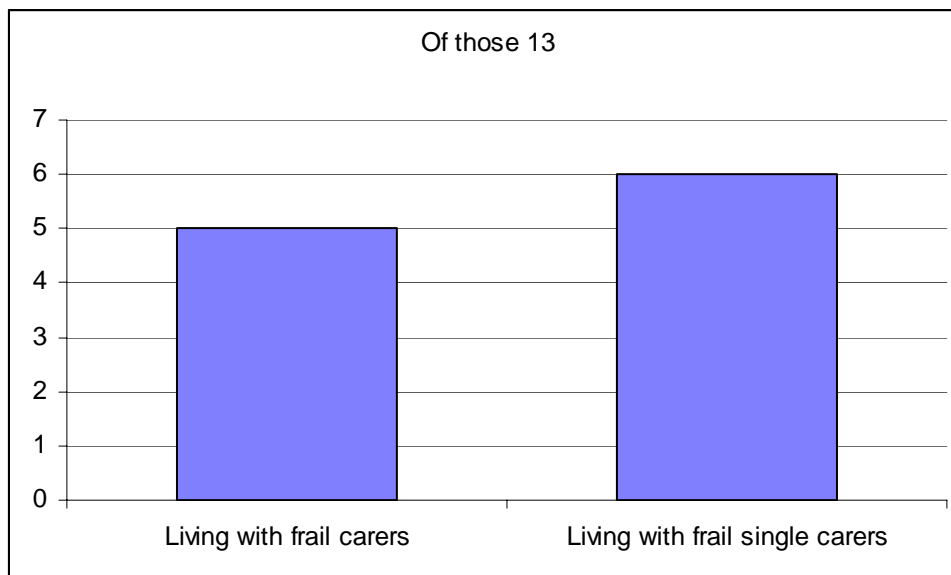
Staff at Birchwood were asked if people who attended Birchwood would enjoy a short break to a holiday type destination. These are the results:

**21 people would benefit from an alternative type break
13 people would not benefit from a short break**



We then asked staff how many of each group were living with frail carers or a single frail carer.





17.3.6 Recommendation

It is important to ensure that carer's assessments and future plans are in place for those living with frail carers. There are an estimated 24 service users living with frail carers.

17.4 CHALLENGE

17.4.1 Birchwood

The average cost of Birchwood is £1972 per person per week; this is twice the estimated Scottish average figure for respite used by the Care 21 Respite Care Task Group which is £1000.

There are several reasons for this:

- Birchwood provides respite services to some people who challenge services. There are compatibility and risk assessment issues for some users resulting in other beds being unoccupied or additional staff being present thus increasing costs and reducing amount of respite available to others.
- The unit is small with four beds but employs cooks/care takers as well as care staff. The manager is taking on responsibility for running the Health day hospital and the field work team part of the building.
- Birchwood is a specialist service for people who challenge services as well as a service for people requiring respite to be fun, safe and an opportunity to learn new skills
- There are 16 young people in children's services currently getting a respite service and there is no capacity or funding to meet this future need.

17.4.2 Way Forward

A new respite manager for Birchwood was appointed in December 2006 and she is currently investigating respite issues to see if improved planning and organisation can improve the capacity, quality and cost of the service. She will be examining:

- Eligibility criteria for respite
- Resource allocation system
- Building issues
- Staffing level and skills
- Compatibility of service users in a small unit

- How best to meet the needs of people with challenging behaviour
- Unmet need

Improvement actions are required to increase the number of people receiving respite. Detailed plans will be completed once the Scottish Executive Care 21 respite task group reports in June 2007 and the Birchwood manager's review is completed.

17.5 CONSULTATION

The consultation was wide ranging and extensive. It involved consultation with service users, carers, staff and key partners. There were four consultation events in August/September 2006 and the Scottish Consortium for Learning Disability were commissioned to design and analyse a questionnaire "What do you think about your services in Perth and Kinross", which went out to 657 people.

A full copy of the findings is available on the council website and Eric. There were two further consultation events in December/January 2007 to look at the proposed options. A DVD of people's views has been produced and is available from Charlie Collie, Consultation and Support Officer.

17.5.1 Staff Questionnaire

Analysis of the staff response to a challenge questionnaire sent out at the beginning of the review found that:

- There is insufficient respite and a lack of choice
- There is a lack of specialist provision for people whose behaviour challenges current services
- There is a need for greater choice so that people do not have only building based respite

17.5.2 Consultation events have taken place with all key stake holders and option appraisal forms circulated. Members of staff from Threshold which is a non-building based short breaks service came to the consultation day to talk about their service. There are mixed views about respite depending on where people currently go for a service. People would like opportunities to try new things.

17.6 COMPARISON

17.6.1 Table 3 - Comparison of number of people supported to staff model and costs

Location	No of FTE Staff	No of people supported at any one time	Annual Net Budget
Birchwood	19.06	4	£434,518
Supported Living Team	31.92	17	£504,560

17.6.2 Comparison of two in-house 24hr services

Birchwood has 19.06 staff and supports up to 4 people at any one time. All but one respite user at Birchwood attend either the day hospital or an adult resource centre during the day. Supported Living Team has 31.92 staff and supports 17 people living in their own tenancies.

17.6.3 Same As You returns

Perth and Kinross are the 4th lowest in Scotland for the number of people getting short breaks. Perth and Kinross sit at 2% of people known getting a respite service compared to the Scottish average which is 11%.

17.6.4 Statutory Performance Indicators

Audit Scotland collect statutory indicators and the only one to affect this review is respite. Note that this is for all client groups under 65 years old.

The 2005-2006 figure for:	Perth and Kinross Council ranking compared with other local authorities
Total overnight respite provided for people aged 18-64 per 1000 of the total population	23 rd out of 32
Total daytime respite provided for people aged 18-64 per 1000 of the population	25 th out of 32

These reflect the low performance seen in the Same As You return and this is clearly an area for improvement.

17.6.5 Benchmarking visits were made to 2 projects who deliver non-building based respite

Threshold is based in Hamilton and is run by the Church of Scotland .It takes people from different areas of Scotland to mainstream holiday accommodation in this country and abroad. These breaks are planned not only to provide a period of respite for parents and carers but a break designed to meet the needs of its service users.

The service is registered with the care commission. An 8 day break to Spain costs £1060. Staff from the project came to the Respite Option Consultation Day held in Dewar's Centre in Perth to tell people about the service they provide. The presentation was very well received by the people attending.

Natural Breaks is an Enable Scotland service based in East Renfrewshire which provides flexible, person-centred support for people with learning disabilities to enjoy social activities and longer breaks that fit their and their carer's needs. The emphasis is on giving the person who is cared for the opportunity to do things that they want to do rather than simply giving the carer a break. As well as regular holidays, weekly and monthly support, is provided. Service users are either referred by the social work department or by individuals. A profile of the service user is developed with the person and their family at the centre of the process. Individuals are then matched with a supporter, taking into account factors such as age, gender and geographical location. People using the Natural Breaks service are able to choose their own supporter and the type and length of activity or holiday they would like. For example, this could range from sporting events, shopping trips and concerts to a weekend in London or a week in France. All breaks are community based. The service is very flexible and service users and families are encouraged to organise their own break to suit them. This means that day and weekend breaks can be arranged spontaneously to fit in with service users' and families' other activities and commitments. Feedback from users and carers has been extremely positive. Most service users have been able to try new experiences that they might never have had the opportunity to do otherwise.

Both East Lothian and Renfrewshire Council are building in-house new building based respite units. The East Lothian resource will be for all client groups, Renfrewshire council has embarked on the in-house model after market testing the financial viability of the private sector developing the service.

17.7 CHALLENGE

The challenge for Perth and Kinross is how respite services can be developed which provide a greater number of people with greater choice and opportunities. One possible way forward which is currently being explored is to follow the example of East Renfrewshire Council who are using the In-Control model of self directed care to deliver respite. This model agrees a resource allocation system and uses this to determine the amount of money available to each person for respite. The person can then decide for themselves which service or agency they wish to use. Information about available resources is held by a respite bureau which advises on options and tracks bookings.

The key challenge is to improve the low number of families receiving respite support and the varied quality of the service.

17.8 COMPETITION

Examples of providers of respite not currently used by Perth & Kinross Council:

Name of Provider	Cost per person
Badaguish, Aviemore	£860 (Five days)
Threshold, South Lanarkshire	£1060 (8 days to Benidorm)
Momentum Lets Go, Glasgow	Hourly Cost (flexibly used)
Clannalba Respite & Assessment Centre, Biggar	Cost dependent on person need
Enable Scotland Natural Breaks, East Renfrewshire	In-Control Model (Individual amount or money is agreed and is used as required. The family can choose which provider they use. Provider's flexibility control and choice.

17.9 OPTIONS

OPTION 1 STATUS QUO – NO CHANGE TO THE CURRENT SERVICE

- Very variable quality and cost of different providers
- No capacity to meet the needs of young people in transition
- No choice
- Some people are very happy with the current service
- Review the usage and budget of Birchwood to improve capacity and efficiency of the respite service – 6 months review by manager

OPTION 2 TO INCREASE THE CAPACITY AND CHOICE OF RESPITE DEVELOP A PERSONALISED RESPITE BUDGET AND A RESPITE BUREAU

- Provides choice and develops opportunities for people to use non-residential respite services
- A set amount of money or a Birchwood placement will be allocated by the Fieldwork Team
- The manager of Birchwood to be responsible for the total respite budget and the respite bureau
- Create a database of providers
- Create a waiting list if required
- Achieve greater transparency about the eligibility criteria
- Target resources based on those in greatest need

- Review the usage and budget of Birchwood to improve capacity and efficiency of respite service – 6 months review by manager

OPTION 3 FURTHER INVESTIGATE THE MOST APPROPRIATE WAY OF MEETING THE NEEDS OF PEOPLE WITH CHALLENGING BEHAVIOUR

- Investigate how to provide a service for people both with and without challenging behaviour
- Investigate the capacity for respite in plans to develop accommodation for people with challenging behaviour
- Review the usage and budget of Birchwood to improve capacity and efficiency of respite service – 6 months review by manager
(Timescale 6 months further work)

17.9.1 Consideration of all alternative options Strengths, Weaknesses, Opportunities, Risks

The respite workshop considered each option for support services and did a SWOR analysis. Copies of the option booklet were circulated with 'In the Picture' newsletter that goes out to 715 people and staff.

17.10 OPTION APPRAISALS

Please note that an option appraisal has been completed for option 2. The option appraisal process is taken in two stages:

- a) the in-house service at Birchwood – further work to be completed by the respite manager (40 people)
- b) the externally purchased respite from private and voluntary sector (26 people)

17.11 RECOMMENDED OPTION

- This will be informed by the Respite Managers review of Birchwood (Option 3)
- The preferred option for part (b) above is option 2.

17.12 KEY ACTIONS

To increase capacity and choice of respite by:

Birchwood In-house Service

- Following the above, complete a review of Birchwood (in-house provision)
- Complete carers assessment and person centred plans for people receiving respite and living with frail carers
- Option appraisal process for those attending Birchwood

Private/Voluntary Providers – for those not attending Birchwood

- Establish a respite bureau and a personalised budget
- Investigate the In Control model of self directed care to provide a flexible and equitable resource allocation system
- Maximise use of Independent Living Fund for those eligible (16 people who currently attend Birchwood meet the eligibility criteria for ILF but are not receiving it)

BEST VALUE REVIEW OF LEARNING DISABILITY SERVICES

LOCAL AREA CO-ORDINATION



To develop partnerships with individuals and families as they build and pursue their goals and dreams for a good life and with local communities to strengthen their capacity to include people with disabilities as valued citizens.

18	LOCAL AREA CO-ORDINATION	49
18.1	Policy Context	
18.1.1	'Same As You' recommendation	
18.1.2	Vision	
18.1.3	Charter	
18.2	Baseline Assessment Information	
18.2.1	Background to the Development of Local Area Co-ordination in Perth & Kinross	
18.2.2	Role of the Local Area Co-ordinator	
18.2.3	Highland Perthshire – Example of Outcomes	
18.3	Challenge	
18.4	Consultation	
18.4.1	Findings of the consultation days/questionnaire/option appraisal	
18.5	Comparison	
18.5.1	Other local authorities	
18.5.2	Stirling Council	
18.5.3	Summary of Comparative Information	
18.6	Options – Local Area Co-ordination	
18.6.1	Options Appraisals	
18.6.2	Recommended Option	
18.7	Way Forward	
18.8	Key actions to deliver the Same As You agenda in local communities	

18 LOCAL AREA CO-ORDINATION

18.1 POLICY CONTEXT

Local Area Co-ordination is a new initiative dating from 2000 when it was introduced to Scotland as a result of the Same As You review and there is presently one local area co-ordinator for Perth and Kinross based in Highland Perthshire.

18.1.1 Recommendation 2 – Same As You Review

“Health boards and local authorities should agree to appoint local area co-ordinators for learning disabilities from current resources used for managing care and co-ordinating services. Initial training for putting local area co-ordinators in place will begin in Autumn 2001”

It is seen as one of the key mechanisms in delivering the changes recommended in the review. The Scottish executive short life working group in 2002 on Local Area Co-ordination produced the vision, charter principles and draft job descriptions to ensure consistency across Scotland and this concept has been further developed by the 21st Century Review of Social Work.

18.1.2 Vision

All people live in welcoming communities that provide friendship, mutual support and a ‘fair go’ for everyone, including people with disabilities, their families and carers.

Developing a vision for a good life is a personal and individual matter. People with disabilities and their families have expressed their view that a good life in the local community requires opportunities for valued relationship, security for the future, choices, contribution and challenge.

18.1.3 Charter

To develop partnerships with individuals and families as they build and pursue their goals and dreams for a good life and with local communities to strengthen their capacity to include people with disabilities as valued citizens.

People with disabilities are citizens and have a life-long capacity for learning, development and contribution. They have the right to expect that services and supports should respond to their changing needs and aspirations and they should have the opportunity to contribute to society through employment, public service and by other valued means.

Scottish Consortium for Learning Disability holds regular support and training events for Local Area Co-ordinators.

18.2 BASELINE ASSESSMENT INFORMATION

18.2.1 Background to the Development of Local Area Co-ordination in Perth and Kinross

Staff Employed

- 2004-2005 2 Local Area Co-ordinators appointed initially on temporary posts based and managed by Community Learning Education and Children’s Services, Perth and Kinross Council
- One post created in Crieff and one in Highland Perthshire
- 50% of the funding was from Changing Children’s Services Fund and 50% from the Change Fund which is managed by Housing and Community Care.
- £40,000 was cut from the change fund which was allocated for children’s respite.

As a consequence Education and Children's Services cut their funding for local area co-ordination and deleted the post in Crieff in autumn 2005.

- There is currently one Local Area Co-ordinator in Highland Perthshire based in Housing and Community Care funded by the Change Fund.

18.2.2 The role of a Local Area Co-ordinator is to work in a defined geographical area and:

1. Build and maintain effective working relationships with individuals, families and their communities.
2. Provide accurate and timely information. Assist individuals, families and communities to access information through a variety of means.
3. Provide individuals and families with support and practical assistance to clarify their goals, strengths and needs.
4. Promote self advocacy. Provide advocacy support and access to independent advocacy when required.
5. Contribute to building inclusive communities through partnership and collaboration with individuals and families, local organisations, and the broader community.
6. Assist individuals and families to utilise personal and local community networks to develop practical solutions to meet their goals and needs.
7. Assist individuals and families to access the supports and services they need to pursue their identified goals and needs

18.2.3 In Highland Perthshire at a community level examples of outcomes are:

- The establishment of Café Aroma, an employment and training project based in Aberfeldy for 17 people with learning disabilities,
- the establishment of the Highway Group
- A theatre project with Pitlochry Theatre
- G8 community arts project involvements – People with disabilities took part and are included in the community arts DVD of the day.
-

Examples of work at an individual level:

- An individual has remained in Highland Perthshire following the death of his family carer; this is the first housing and support package in Highland Perthshire. His story is used by the welfare rights team for training purposes showing the benefits of maximising individualised benefits.
- Supporting individuals and families through the transition from school to adult life
- Preventative work and support for families
- Support for a young man with autism to work in his local library

Local Area Co-ordination helps support families when they are still strong and are not at crisis point. Appendix 3 gives 2 examples of the work from the Crieff local area-co-ordinator that appeared in a national book on local area co-ordination "Making Connections".

18.3 CHALLENGE

The challenge is to develop the Local Area Co-ordination approach in Perth and Kinross at a time of scarce resources for development and change. There is a requirement to invest in this approach if the council is to move from its present traditional model of service delivery to a service that identifies an individual's strengths, and needs and builds individuals and community capacity to address these. This is in line with Changing Lives 21st review of social work.

18.4 CONSULTATION

The consultation was wide ranging and extensive. It involved consultation with service users, carers, staff and key partners. There were four consultation events in August/September 2006 and the Scottish Consortium for Learning Disability were commissioned to design and analyse a questionnaire "What do you think about your services in Perth and Kinross", which went out to 657 people.

A full copy of the findings is available on the council website and Eric. There were two further consultation events in December/January 2007 to look at the proposed options. People's views are on a DVD which is available from Charlie Collie, Consultation and Support Officer.

Feedback from meetings about the new Crieff High School was that parents want the Local Area Co-ordinator post in Crieff filled. Parents and carers from the Perth area at the consultation event in Dewars Centre, Perth, on 23rd January 2007 wanted a further option included that there was also a local area co-ordinator for the Perth area.

18.4.1 Findings of the consultation days/questionnaire/option appraisal

Lack of support to families and forward planning is a key issue raised in the questionnaire

18.5 COMPARISON

The Scottish Executive has commissioned Stirling University to undertake an in depth study on the development of Local Area Co-ordination across Scotland the report has been completed and is due for publication shortly.

18.5.1 Other local authorities

There are 56 local area co-ordinators throughout the 32 local authorities in Scotland.

18.5.2 Stirling Council

Stirling Council has 4 posts; one has a joint management and practitioner role. Stirling is seen as one of the successful implementers of local area co-ordination. This is because they have a management past which has been able to develop the role at a strategic level. They have also seen how the role can be adapted to other people's groups. They cover all adult groups. There is a mixture of local authorities who have commissioned voluntary organisations to do this work and those who have kept it in house.

18.5.3 Summary of Comparative Information

A management structure and support to develop new ways of working and a clear understanding of the nature of this role are pre-requisites to its success.

18.6 OPTIONS

OPTION 1 Consider shared delivery with other councils e.g. Stirling Council
Maintain one post in Highland Perthshire

OPTION 2 Maintain the post in Highland Perthshire and redevelop Local Area Co-ordinators role in Crieff and possible future developments in line with the 21st Century Review. The service may be managed by one of the local area co-ordinators posts on a part time basis.

OPTION 3 Maintain one post in Highland Perthshire, redevelop Local Area Co-ordinators role in Crieff and create a post in Perth area in line with the 21st Century Review. Service may be managed by one of the local area co-ordinators posts on a part time basis.

It should be noted that option 3 was included after the consultation on the options. At the meeting parents from Perth wanted a local area coordinator for Perth to be included as one of the options.

Perth and Kinross Council need to make a strategic decision about the future of Local Area Co-ordination. The choice is to further develop local area co-ordination or to maintain the status quo. If the status quo is the preferred option then the existing post in Highland Perthshire needs to be properly supported and managed. The possible option would be to share the service with Stirling Council who has a well developed Local Area Co-ordination team. The change fund is used in the main to fund traditional services. A review of the expenditure is recommended.

18.6.1 OPTION APPRAISALS

To objectively assess each of the options the option appraisal criteria was set out in the scoping report and applied to each. An exercise was undertaken to apply the weighting of each of the criteria, to determine the best option. Copies of this exercise are included in Appendix 2.

The options appraisal scores following this exercise are:

Option 1 - 206

Option 2 - 256

Option 3 – 356

18.6.2 RECOMMENDED OPTION

The recommended option is:

OPTION 3 Maintain one post in Highland Perthshire, redevelop Local Area Co-ordinators role in Crieff and create a post in Perth area in line with the 21st Century Review. Service may be managed by one of the local area co-ordinators posts on a part time basis.

18.7 WAY FORWARD

Develop local area co-ordination subject to reallocation of resources from the Change Fund and other budgets. This will enable local area co-ordination to be developed in line with national policy and the Council's community engagement policy. This will build community capacity and involves people in their own communities

18.8 KEY ACTIONS TO DELIVER THE SAME AS YOU AGENDA IN LOCAL COMMUNITIES

- Establish 2 further local area co-ordinators posts based locally in Crieff and Perth
- Develop appropriate resources and reporting lines

BEST VALUE REVIEW OF LEARNING DISABILITY SERVICES

DEVELOPMENT OF DAY OPPORTUNITIES



19	DEVELOPMENT OF DAY OPPORTUNITIES	55
19.1.1	Policy Context	
19.1.2	Baseline Information – Support Services	
	Table 1 – In-house support services	
	Table 2 – Support services purchased from Voluntary/Private providers	
19.1.3	What is currently provided by the Adult Resource Centre?	
19.1.4	Facts and figures about day services	
	Table 1 – Age of people using services	
	Graph – Locality area of people attending each Adult Resource Centre	
	Table 2 – Geographical Area, age group and number of people in Residential Care Homes	
	Table 3 – Capacity of Adult Resource Centres	
	Table 4 – Number of FTE staff per Adult Resource Centre	
	Table 5 - % of FTE staff per Adult Resource Centre	
19.1.5	Transport budget	
19.1.6	Local Crieff Service	
	Table 1 – Locality areas of people attending Adult Resource Centres	
	Graph – Accommodation Type of people attending an Adult Resource Centre	
	Table 2 – Accommodation Type of people per Adult Resource Centre	
19.1.7	Care Homes/Transport	
19.1.8	Conclusion	
19.2	Challenge	
19.2.1	Planning	
19.2.2	Inclusion	
19.2.3	Health	
19.2.4	Bereavement, Loss and Person Centred Planning	
19.2.5	Reviews	
19.3	Consultation	
19.4	Comparison	
19.4.1	Changing Toilets	
19.4.2	In Control Self Directed Support	
19.4.3	Commissioning Policy	
19.5	Competition	
19.5.1	Designation Comparison	
19.5.2	Outcome of current service delivery	
19.6	Options – Development of day opportunities	
19.6.1	Consideration of all alternative options Strengths, Weaknesses, Opportunities, Risks	
19.6.2	Option Appraisals	
19.6.3	Recommended Option	
19.6.4	Key Actions	

19 DEVELOPMENT OF DAY OPPORTUNITIES

19.1.1 POLICY CONTEXT

Recommendation 15 from The Same As You states:

“Local authorities and health boards should both examine what they provide and develop more modern, flexible and responsive services which support people in the community through employment, lifelong learning and getting them involved socially. Day healthcare services for people with learning disabilities should be mixed with those in the community”

Care Commission Definition of Support Services

Support services are all those services which currently come under the heading ‘day care’. They do not include care at home and housing support which are covered by separate standards. Day Care Services can be provided in a variety of settings, by staffed service or volunteer services.

They range from services that are offered within a care home or centre to those provided directly in the community and not based in a centre.

19.1.2 BASELINE INFORMATION – SUPPORT SERVICES

In Perth and Kinross there are four adult resource centres run by the council, three are in Perth and one is in Blairgowrie.

Table 1 – In-house Support Services

Name of Services	Staffing	No of People	Full Time Weekly Average Cost per Person	Average Annual Net Budget
Kinnoull ARC (Shuna Court), Perth (PKC)	15.37 WTE	46	£160.41	£386,384
Gleneagles ARC, Perth (PKC)	16.92 WTE	46	£187.57	£406,683
* Blairgowrie ARC, Blairgowrie (PKC)	18.23 WTE	39	£232.79	£439,050
Kinnoull House (Isla Road) (PKC)	8.35 WTE	16	£298.88	£222,305
Transport Costs (inc minibuses)	n/a	n/a	n/a	£301,728

* 2.25 members of staff are seconded from Blairgowrie ARC to Can-able. Parkneuk has a separate budget heading and is therefore not included in this figures

Table 2 – Support Services purchased from Voluntary/Private Providers

Name of Services	No of People	Full Time Weekly Average Cost per Person	Average Annual Net Budget
Upper Springlands/Capability Scotland	7	£428.56	£137,979
Elmwood College	9	£373.38	£120,975
Open Minds	6	-	Block contract £150,828
PUSH *	1	£50.00	
Corbenic Camphill	0	£300.00	
Richmond Fellowship	1	£244.60	

* PUSH have a total of 83 members who participate in a variety of activities and receive community connecting support

It should be noted that in-house services are currently cheaper than external providers.

19.1.3 What is currently provided by the Adult Resource Centres?

People enter day services following an assessment by the field work team. The service provides care for a particular period of time during the day and staff are called Day Centre Officers. Whereas some people do need hands on care many more people need support and assistance to plan their future and many people have aspirations to be included far more in society.

The way day services are currently organised means staff are often trying to meet the needs of a very diverse group of people whose ages range from 17-70 and who have a wide range of personal needs. Some people have profound and multiple learning disabilities and required considerable personal assistance whilst others have aspirations to get a job, do more sport etc. The centre has become the place where people come and tend to stay all of their lives. The centre has become their community. It is where they meet friends, do things together and have supportive staff. When change happens and people move on from living with their families and even into residential 24 hour care they continue to attend the centre.

People travel from the rural areas into Perth and consequently loose touch with their local community and friends. This is a particular concern of parents of younger people whose children have attended mainstream secondary schools.

19.1.4 FACTS AND FIGURES ABOUT DAY SERVICES

The total number of service users attending day care is 147.

Table 1 - Age of people using services

Age Range	16-29	30-39	40-49	50-59	60-69	70+	Total
	Number of service users						
Kinnoull ARC (Shuna Court)	10	12	13	10	1	0	46
Gleneagles ARC	10	15	14	3	4	0	46
Blairgowrie ARC	6	7	7	9	10	0	39
Kinnoull House	2	3	4	6	1	0	16
Total	28	30	31	19	6	0	147

Graph - The graph below shows the locality area of people attending each Adult Resource Centre.

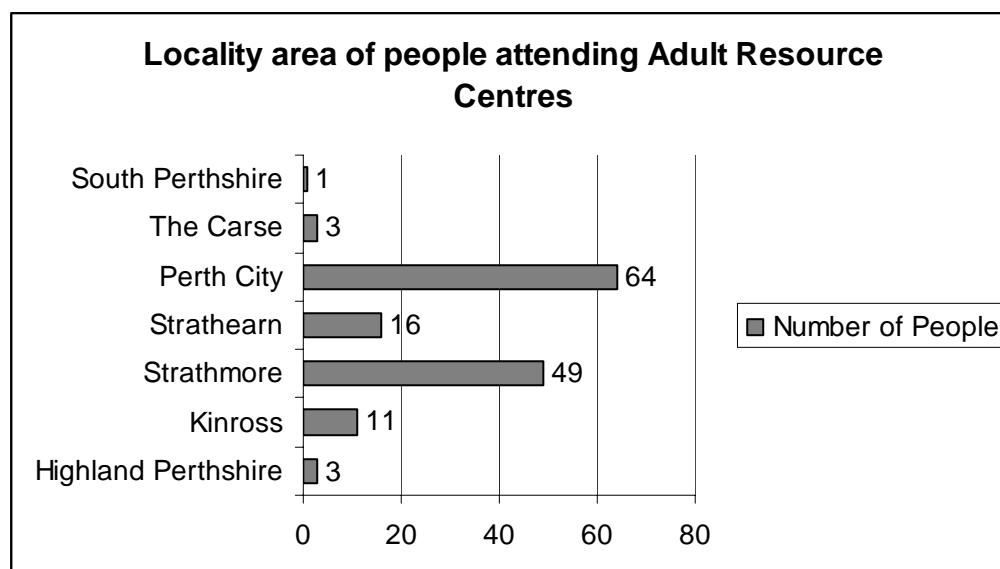


Table 2 – Geographical Area, Age Group and number of people in Residential Care Homes

Living in the Strathmore Area	Kinnoull ARC (Shuna Court)	Gleneagles ARC	Blairgowrie ARC	Kinnoull House ARC
No of People living at the Grange	3	3	7	2
People over 50	0	0	13	0
People between 26-50	0	2	15	1
People 25 and under	0	0	4	0
TOTAL	3	5	39	3
People living in a Residential Care Home	3	3	22	2

This table shows that there is a high percentage of people from the Strathmore area living in Residential Care and attending an Adult Resource Centre particularly Blairgowrie.

Living in Crieff/Auchterarder/Dunning Area	Kinnoull ARC (Shuna Court)	Gleneagles ARC	Blairgowrie ARC	Kinnoull House ARC
People over 50	1	0	0	0
People between 26-50	6	5	0	2
People 25 and under	1	1	0	0
TOTAL	8	6	0	2

Living in the Kinross Abernethy/Aberargie area	Kinnoull ARC (Shuna Court)	Gleneagles ARC	Blairgowrie ARC	Kinnoull House ARC
People over 50	1	2	0	0
People between 26-50	0	7	0	1
People 25 and under	0	1	0	0
TOTAL	1	10	0	1

Living in the Perth/Highland Perthshire/Bridge of Earn/The Carse area	Kinnoull ARC (Shuna Court)	Gleneagles ARC	Blairgowrie ARC	Kinnoull House ARC
People over 50	3	1	0	2
People between 26-50	14	16	0	4
People 25 and under	6	4	0	1
TOTAL	23	21	0	7

Supported Living Team, Perth	Kinnoull ARC (Shuna Court)	Gleneagles ARC	Blairgowrie ARC	Kinnoull House ARC
Total no of People living at St Catherine's/Lewis Place and Ainslie Gardens	8	2	0	3

Arkbrae, Perth	Kinnoull ARC (Shuna Court)	Gleneagles ARC	Blairgowrie ARC	Kinnoull House ARC
Total no of People living at Arkbrae	3	3	0	0

- 22 people living in care homes attend Blairgowrie Adult Resource Centre
- 15 people living in the Grange attend day services but go to all 4 resource centres.
- Transport costs for people living at the Grange is £23,371 per year
- 16 people in the Crieff/Auchterarder area attend an Adult Resource Centre in Perth. The total cost of transport for this group to travel to Perth is £50,029
- 12 people in the Kinross/Abernethy area attend Adult Resource Centres in Perth. The total cost of transport is £7,948.
- 13 people are supported by the Supported Living Team and attend Perth Centres.

Table 3 – Capacity of Adult Resource Centres

This table shows the amount of sessions people spend outwith the Adult Resource Centre engaged in college and work related activities and the space this frees up in the building, however these spaces do not have staff attached to them. It shows spare capacity within the buildings during the day in terms of physical space

Adult Resource Centre	Total no of full time sessions available	Total no of sessions used at the centre per annum	Total no of sessions at college or work related activities	Total no of sessions available (This figures includes sessions used at college/work related activities)
Blairgowrie ARC	20000	9500	3750	10500
Kinnoull ARC (Shuna Court)	21150	19223	3102	1927
Gleneagles ARC	23500	18800	1081	4700
Kinnoull House	7520	6016	0	1504

* These figures derived from interviews with Unit Managers, Business Analyst and Admin Assistant from the Best Value Review Team and represent the figures at that given period of time. Circumstances change on a regular basis and therefore current figures may differ slightly.

Table 4 - Number of FTE Staff per Adult Resource Centre

Adult Resource Ctre	FTE Staff									Total
	Mgr	Dep. Mgr	SCO	DCO	Cler.	Care Asst	Cooks	Escort	Handy person/ Gardener	
Blairgowrie ARC	1	1	1.5	9.56	0.76	1.82	1.08	0.61	1.35	18.23
Kinnoull ARC (Shuna Court)	1	1		9.31	0.95	1.35	0.68		1.08	15.37
Kinnoull House		1		6.81		0.54				8.35
Gleneagles ARC	1	1		11	0.54	1.62	0.68	0.54	0.54	16.92
Total	3	4	2.1	36.70	2.3	5.3	2.4	1.1	4.5	58.87

Table 5 - % of FTE staff per Adult Resource Centre

Adult Resource Centre	No of FTE Staff	Total Annual Gross Budget	FTE Staff (%)
Blairgowrie ARC	18.23	£442,300	31%
Kinnoull ARC (Shuna Court)	15.37	£392,034	26%
Kinnoull House	8.35	£224,755	14%
Gleneagles ARC	16.92	£414,333	29%
Total	58.87	£1,473,422	100%

19.1.5 Transport Budget

The current transport budget is £301,728 for external transport provided and in-house mini-buses.

19.1.6 Local Crieff Service

16 people have been identified who live in the Crieff/Auchterarder area. The cost of transport for them is £50,000 per annum. Some of these people come into Perth to the centre and then go back out to Crieff to the swimming pool only to return back to Perth in order to get the provided transport back to Crieff. The need for a local service in Crieff and the reinstatement of the local area co-ordinator post are issues which have been raised by parents attending public meetings about the proposed New Community School in Crieff.

Table 1 - Locality areas of People attending Adult Resource Centres

Locality Areas	Number of people	%
Kinross	11	7%
Highland Perthshire	3	2%
Perth City	64	44%
South Perthshire	1	1%
Strathearn	16	11%
Strathmore *	49	33%
The Carse	3	2%
Total	153	100%

* The relatively high percentage of People in the Strathmore area reflects the number of care home places in this locality

Graph – Accommodation Type of people attending an Adult Resource Centre

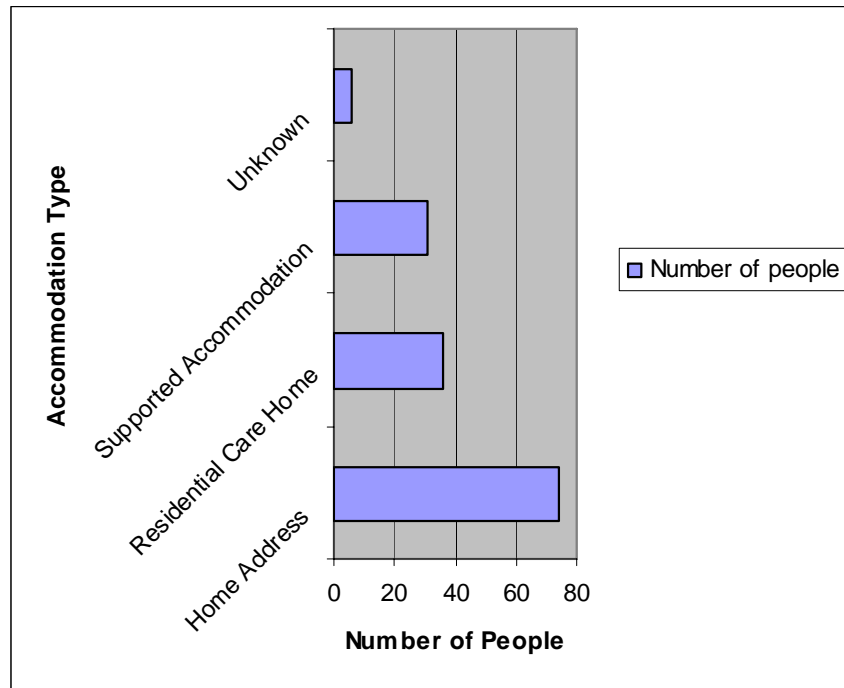


Table 2 – Accommodation Type of people per Adult Resource Centre

Adult Resource Centre	Home Address	Residential Care Home	Supported Accommodation	Unknown	Total
Blairgowrie ARC	9	22	7	1	39
Kinnoull ARC (Shuna Court)	27	5	13	1	46
Kinnoull House	6	4	5	1	16
Gleneagles ARC	32	5	6	3	46
Total	74	36	31	6	147

19.1.7 Care Homes/Transport

The cost of transporting people from one care home to the 4 different adult resource centres is £23,000 per annum. Some homes and housing support providers take responsibility for transporting people to and from the adult resource centres. It is proposed that there is a consistent approach developed and all care home and housing providers take responsibility for providing transport.

People should, wherever possible, attend their nearest resource centre rather than travelling large distances to centres further a field.

19.1.8 Conclusion

The centres are large environments and some people clearly find the size and noise overwhelming. It is difficult for staff to spend time individually with people. Group outings and social activities have become the focus of the day.

The current service is based on delivering a timetable of social group based activities. This is valued by some carers as safe and secure which gives them regular and dependable respite whilst others want a more stimulating environment. Service users have become very dependent on the centres to meet their social and emotional needs. Many service users have been attending for a considerable period of time, some since the centres opened.

The focus of the Same As You and the 21st Century Review is that services should become more person centred and support people to become much more engaged with their own communities rather than setting up a separate community in the resource centre.

19.2 CHALLENGE

The issues centre on how support services should be provided e.g. should the Council transport people to a large centre outwith their community or provide more locally based services within the community which would promote social inclusion and be in line with the Same As You. The current transport costs each year within Perth and Kinross, including mini-buses are £301,728. £260,163 of this is commissioned from external taxi providers to get people to and from centres.

Within the existing centres it is difficult to meet the people's age appropriate needs e.g. A 60 year old person will have different interests and life challenges from an 18 year old. There have been national studies looking at the needs of older people with learning disabilities. The findings are as follows:

19.2.1 Planning

They identified the need for policy makers, commissioners and providers to reorganise, reform and develop services to ensure the health and social care services meet the needs of older people with learning disabilities and that older carers are supported and helped to plan for the future.

19.2.2 Inclusion

Older people want to stay in touch with their friends, make new friends and enjoy regular social and leisure activities, but 'retirement' from day services can result in boredom and isolation. Moving home or becoming more physically frail can also make it difficult to be in touch with friends and get out and about. Two GOLD (Growing Old with Learning Disabilities) projects supported people to participate in activities such as allotment keeping, carpet bowls and dancing and keep fit, alongside non-disabled people.

19.2.3 Health

People with learning disabilities are living longer but have an above-average risk of developing physical and psychological problems as they age. Access to primary care and specialist health services for health promotion, screening, diagnosis and treatment is often patchy and inadequate.

19.2.4 Bereavement, Loss and Person Centred Planning

One of the very strong themes from the groups at the consultation events was people's sadness about the loss of family carers and the big changes in their lives that followed on from this loss. There is a need for more support for people facing bereavement. This highlights the need for planning for people living with carers. The analysis of the age of people coming into care homes indicates that planning should begin when a person is 30 years old.

19.2.5 Reviews

Using the framework below, reviews will focus on these essential life elements and encourage planning to take place.

1. Planning for life
2. Money – Income and managing money
3. Speaking up and citizenship
4. A place to live
5. Support in daily living
6. Leisure and social activities
7. Friendships and relationships
8. Learning
9. Job opportunities
10. Keeping safe
11. Good health
12. Family support

19.3 CONSULTATION

The consultation was wide ranging and extensive. It involved consultation with service users, carers, staff and key partners. There were four consultation events in August/September 2006 and the Scottish Consortium for Learning Disability were commissioned to design and analyse a questionnaire "What do you think about your services in Perth and Kinross", which went out to 657 people.

A full copy of the findings is available on the Council website and Eric. There were two further consultation events in December/January 2007 to look at the proposed options. People's views were produced on a DVD which is available from Charlie Collie, Consultation and Support Officer.

19.4 COMPARISON WEST FIFE COMMUNITY SUPPORT SERVICES

West Fife Community Support Services gave a presentation at the options workshop held at Dewars Centre in Perth on how they had transformed their service from a large day service to small locally based teams, they described their service as follows:

Who are we?

West Fife Community Support Service provides support for adults with learning disabilities. We aim to provide a "person centred" service, which values and respects people's individual life choices and decisions.

Where are we?

Our service is committed to providing people with support locally to where they live. We aim to provide a flexible service, offering people support where and when it best suits their life.

What we do?

We support people to live the life they want to lead, as independently as possible. We see our role as being responsive to people's choices, rather than providing set activities. We aim to support people to achieve their potential in everything they choose to do.

Inclusion

At the heart of our service is our strong belief in inclusion. We recognise that all people have their own unique gifts and strengths and contribute positively to their communities. We believe that an inclusive community is a stronger and healthier community.

Getting out and about

In line with our belief in inclusion, we make use of public transport as much as possible. Some people choose to travel independently, others need or prefer support. We also have access to a number of vehicles. We ensure all our vehicles are best adapted to suit individual needs.

Building Communities

We are committed to being involved in local activities. We value an individual's talents and ability to develop and strengthen communities. Many people make valued contributions to community sports, arts, drama and other leisure activities.

Working in West Fife

Many people enjoy the opportunity to go out to work, or attend further education courses at local colleges. People are also actively encouraged to be involved in the development of West Fife Community Support Service.

"We value people and their right to live as independently as possible"

"We are supporting communities across West Fife"

“We include people within their communities to achieve their potential in everything they choose to do”

They also have re-designated some of their staff to work exclusively on person centred planning with people.

Both Fife and North Lanarkshire councils have implemented major changes within their existing budgets but there have been some additional costs during the transitional stage. Fife for example received money from the Change Fund to cover the implementation stage. Both Fife and North Lanarkshire have a strong vision of the outcomes they want, people with a learning disability and/or autistic spectrum disorder to achieve the values they want and their staff to have and invest in values and training with staff.

Both councils have a management structure where one person has overall responsibility for support services. This is in comparison to Perth and Kinross Council where all three of the Adult Resource Centre managers and the Social Inclusion manager report to the Service Manager who also has other parts of the service responsibilities.

Angus council is a good example of different people working together and sharing their skills to meet the Same as You Recommendation 18 which says that:

“Local authorities should review their local transport services, to make sure that people with learning disabilities can use public services wherever possible”

Angus Council set up a working group of staff from Adult Resource Centre involving service users, carers transport department and a local bus company to look at how they could achieve the Same as You recommendation. The outcome is that over a 100 people now self travel to centres. The plus for service users is that they now have this skill and their lives have opened up because they now have the confidence to use the bus to go to a wide range of places. The plus for the council is that they save money on transport which they can use on staffing. In comparison, in Perth and Kinross Council we spend £301,728 on transport.

19.4.1 Changing toilets

In conjunction with the development of person centred planning and social inclusion North Lanarkshire Council and Fife Council have both provided changing toilets in easy accessible venues which provide the equipment and space to physically change a person who is unable to use a toilet. This ensures that people with profound and multiple needs are included in and are part of the move to develop community connections.

Perth and Kinross Council do not currently have any such facility but this has been highlighted with the Best Value Review of leisure services.

19.4.2 In Control Self Directed Support

North Lanarkshire are using the In control model of Self Directed Support which is a logical follow on from individual planning (for more information on In control please see Appendix 4)

19.4.3 Commissioning Policy

In North Lanarkshire Council providers have to evidence how they were implementing the value and principles of inclusion. Perth and Kinross Council run a very traditional model of day care compared with West Fife who have modernised their services.

The **key areas** for development are:

- Releasing resources tied up in buildings and expensive transport to develop locally based services
- Focusing on the principles of the Same As You to guide and challenge the service as

it moves forward. Are the plans meeting the social inclusion agenda?

- Developing staff skills to enable them to work in a person centred way and to develop skills in community connecting
- Modernising job descriptions and employing people with a wide range of skills including art and drama skills
- Developing partnership working on a local level
- Mapping potential community opportunities and resources
- Planning with people to get good outcomes. If it is not done well people can end up with a service which offers less opportunities.
- Focusing on outcomes
- Supporting people to reach their potential
- North Lanarkshire identified 3 key stages in implementing change in this scale:
 - develop the new
 - build confidence
 - make the changes

19.5 COMPETITION

The table below shows the relevant staffing structures of Support Services visited during benchmarking visits.

19.5.1 Designation Comparison

PERTH & KINROSS	STIRLING COUNCIL	WEST / FIFE COUNCIL	NORTH LANARKSHIRE
			Locality Manager scp37 – 45 Pre SS SVQ4 + Reg Manager Award/social work/OT/post grad Cert Education
Manager Day Care ARC PR9 scp 65 - 75 scp 33 – 36 (pre SS) CQSW or SVQ4 or 1 st level nursing	Manager 'Streets Ahead' scp 35 – 38 CQSW or qual in OT or Social Care or Health	Team Manager scp 61 – 70 SVQ4/HND / general degree or equivalent	Locality Leader scp 32 - 40 (preSS) SVQ4 + Registered Manager Award or social work/ OT/ qualification or Post Grad Cert in Education
Depute Manager TAS7 49 - 61 scp 31 – 34 (pre SS) HNC Social Care or SVQ3		Community Support Coordinator scp 47 – 63 SVQ3/HNC	
Senior Social Care Officer TAS7 scp 49 – 61 scp 27 – 30 (pre SS) SVQ3	Support Co-ordinator scp 23 – 26 (preSS) SVQ3/DipSW/OT/SRN	Senior Day Centre Officer scp 47 - 63 Senior Social Care Worker SVQ3/HNC	
Day Centre Officer TAS6 41 - 53 scp15 – 27 (pre SS) CQSW/SVQ3/HNC/CSS	Day Care Worker scp19 – 23 SVQ or SRN#	Day Centre Officer scp 36 - 47 Social Care Worker SVQ2/HNC/higher grades	Locality Worker scp20 – 26(pre SS) SVQ3
Outreach Worker TAS6 scp 41 - 53 scp15 – 27(pre SS) HNC/SVQ3#	Health & Social Care Worker scp 15 – 26 acred social care training/ SVQ2#		
Community Facilitator TAS6 scp 41 - 53 scp16 – 23(pre SS) HNC/SVQ2/SVQ4#	Support Partner scp 9 – 10(pre SS) clean driving licence	Care Assistant scp 10 - 12 (out of date)	Locality Support Worker (draft) scp 13 – 16(preSS) SVQ2
Social Care Officer TAS6 scp 41 - 53 TAS4 scp 25 – 37 scp16 - 23(pre SS) SVQ2	Social Care Assistant MW6 (pre SS) Clean driving licence, basic first aid,HND/SVQ2#	Care2 scp SVQ1/'O'Grades Care3 scp SVQ1/)'grades	

The above authorities have moved to flexible localised support services which have resulted in new job descriptions and structures being developed to meet new ways of working.

The current in-house service cost is cheaper than the private and voluntary sector however quality needs to be improved by delivering person centred planning, similar to the model operated by Fife and North Lanarkshire Council.

Outcome of current service delivery

The current service suits some people who have used it for many years and have become very dependent on it for their social and emotional well being and once they have a place that is theirs for life. Others, particularly young people, have aspirations to be much more included in main stream activities.

19.5.2

The expectation of the 21st Century Review is that services need to become much more focussed on outcomes for people. In order to achieve this, the service needs to develop.

19.6 OPTIONS

The following options were considered following analysis of all the information collated:

OPTION 1 – STATUS QUO

Group based social activities in and from the centre

OPTION 2 – REDESIGN AND DEVELOP SUPPORT SERVICES

Develop locally based services which will deliver outcomes for people which are identified through person centred approaches.

Proposed Developments.....

- Develop a localised service in Crieff/Auchterarder (16 people currently attend Perth Centres)
- Develop a localised service in Kinross/Abernethy
- In Perth City and surrounding areas (including Highland Perthshire, the Carse and Scone) redesign services around the needs and abilities of young people, older people, people with a profound and multiple learning disabilities and people on the autistic spectrum. Focus will be on people living with families and in their own tenancies.
- Transport – residential care homes should provide transport to day care. Training in self travel to be developed.
- People from Strathmore area currently attending Perth centres relocate to Blairgowrie Adult Resource Centre.
- People living in residential and supported housing will get locally based services in and around their home and community

OPTION 3 – SELF DIRECTED SUPPORT

Develop a budget for self directed support and direct payments which will deliver outcomes for people which are identified through using person centred approaches.

- Income maximisation from other sources – Independent Living Fund and Disability Living Allowance

19.6.1 Consideration of all alternative options Strengths, Weaknesses, Opportunities, Risks (SWOR)

The development of employment and day opportunities workshop considered each option for support services and did a SWOR analysis. (See Appendix 5)

Copies of an option booklet, including a SWOR analysis to be completed and returned, were circulated with 'In the Picture' newsletter that goes out to 715 people and staff. The results were used in the optional appraisal process.

19.6.2 OPTION APPRAISALS

To objectively assess each of the options the appraisal criteria was set out in the scoping report and applied to each one. An exercise was undertaken to apply the weighting of each of the criteria, to determine the best option; copies of this exercise are included in Appendix 2.

The options appraisal scores following this exercise are:

Option 1 - 74

Option 2 - 320

Option 3 – 286

19.6.3 RECOMMENDED OPTION

The recommended option is a combination of option 2 and 3.

Option 2 – Redesign and Develop Support Services

Develop locally based services and support networks which will deliver outcomes for people which are identified through person centred approaches.

Option 3 – Self Directed Support

Develop a budget for self directed support and direct payments which will deliver outcomes for people which are identified through using person centred approaches

19.6.4 Key actions to deliver this are:

1. Develop services in local communities
2. Redesign service and staff roles in Perth based on service users needs and age appropriate groups
3. Develop self-travel skills
4. Develop value based approach based on Same As You principles
5. Reinvest savings in transport costs in local activities (see 1)
6. Consider use and structures of New Community Schools for community activities and base.

7. Staffing models will need to be modernised to deliver the redesign of services.
8. People living in Strathmore area relocate from Perth Centre to Blairgowrie
9. Residential Care Homes will provide transport to day care
10. People living in residential and housing support get locally based support in and around their home and community, consideration will be given to this being provided by the accommodation provider.
11. Undertake person centred planning with people
12. Create opportunities for carers to meet with key workers prior to a review taking place
13. The life elements (stated under 23.6) will form the agenda for a person's review

BEST VALUE REVIEW OF LEARNING DISABILITY SERVICES

INCLUSION IN THE COMMUNITY - EMPLOYMENT



20	INCLUSION IN THE COMMUNITY – EMPLOYMENT	69
20.1.1	Policy Context	
20.2	Baseline Assessment Information	
20.2.1	Employment	
	Table 1 – Current Provision	
20.2.2	Can-Able	
20.2.3	Shuna Court Employability Project	
20.3	Education	
20.3.1	Perth College	
20.3.2	Elmwood College, Fife	
20.4	Community Connecting	
20.4.1	PUSH	
20.5	In-House Provision – Social Inclusion Team (Aims and Objectives)	
20.6	Challenge	
20.7	Consultation	
20.7.1	Findings of the consultation days/questionnaire/option appraisal	
20.8	Comparison	
20.8.1	Summary of comparative information	
20.8.2	Social Inclusion Principles	
20.9	Options – Inclusion in the Community - Employment	
20.9.1	Option Appraisals	
20.9.2	Recommended Option	
20.9.3	Way Forward	
20.9.4	Key action pending on completion of the option appraisal process	

20 INCLUSION IN THE COMMUNITY – EMPLOYMENT

20.1.1 POLICY CONTEXT

Recommendation 15 and 16 from The Same As You states:

“Local authorities and health boards should both examine what they provide and develop more modern, flexible and responsive services which support people in the community through employment, lifelong learning and getting them involved socially. Day healthcare services for people with learning disabilities should be mixed with those in the community”

“Local authorities need to give much greater priority to developing a range of employment opportunities for people with learning disabilities. And, with health boards those authorities should lead by example in employing more people with learning disabilities”

This section includes information about the development of employment opportunities, college opportunities information about the social inclusion team and services commissioned to develop social inclusion.

20.2 BASELINE ASSESSMENT INFORMATION

20.2.1 EMPLOYMENT

There was no readily available information about the number of people who are in paid employment or who were doing work related activities.

The Best Value Review team therefore devised a questionnaire in consultation with the social inclusion team to go out to agencies involved in employment development. The questionnaire was sent to the social inclusion team and the Employment Disability Unit. In addition information was supplied by PUSH.

The Employment Disability Unit did not fill in the questionnaire as they do not currently work with any people who have been referred by social work. Their statistical returns include people with learning difficulties but these do not appear to be people with a learning disability, therefore their work is not included in this review. There is potential however, to utilise the resources of this team further.

The information in the table below was collected September 06 so will give a picture of the employment situation at that time.

Table 1 - Current provision

	Social Inclusion Team	PUSH	EDU	Walled Garden	Total
Total Budget	£289,000	£25,000	Centrally Funded	Service Level Agreement	£314,000
Open Paid Employment	22	2	1	0	25
Voluntary Work	14	0	0	0	14
Can-able	36	0	0	0	36
Café Aroma	0	17	0	0	17
Work related activities	20	8	0	2	10

*** Estimated Cost of Can-able £69.75 for one-two days per week.
Café Aroma has no cost to the service**

Workshop activities are available at Corbenic Camphill Community and are included in residential fees but they also open to non-residents at a cost of £60 per day.

Please note that both Push and the Social Inclusion Team undertake other activities. PUSH has 83 members who are people with learning disabilities.

20.2.2 Can-Able

The Social Inclusion Team has been unable to take on any further referrals for a period of time due to other project work and existing workloads. This is a major frustration facing the Social Workers/Care Managers who are assessing people particularly from school and college who are very keen to explore employment options.

The Social Inclusion Team also has responsibility for running and managing Can-able, a social enterprise which recycles tin cans. Can-able began in 1999 and emerged out of an environmental awareness group run by the Blairgowrie Adult Resource Centre. It has grown incrementally over the years since and now has its own recycling premises in Blairgowrie and 2 vans that collect cans from a wide variety of sources. The opportunity to be involved in a social enterprise is highly valued by the people attending and this has been clear throughout the consultation events. All but 3 of the people attending Can-able also attend an Adult Resource Centre.

- 20 people attend Blairgowrie Adult Resource Centre
- 8 people attend Gleneagles Adult Resource Centre
- 7 people attend Shuna Court Adult Resource Centre

The vast majority of people attend Can-able for either one or two days per week. A high proportion of people working in Can-able live in residential care homes. This reflects the pattern at Blairgowrie Adult Resource Centre. The larger residential care homes are all situated in or around Blairgowrie.

Can-able is managed by the manager of the Social Inclusion Team and is staffed by a mixture of employees from the Social Inclusion Team, staff seconded from Blairgowrie Adult Resource Centre and staff from Shuna Court Adult Resource Centre and Gleneagles Adult Resource Centre who accompany service users from Perth. The complexity of the staffing arrangements for Can-able is currently being clarified and addressed by a separate task group.

The staffing of Can-able is provided by both the Social inclusion team and the Adult Resource Centres, particularly, Blairgowrie Adult Resource Centre. Can-able does not have a separate staffing budget. For the purpose of the review the costs of Can-able have been estimated based on information given to us about staff input from the other resources.

- The cost for Can able is estimated to be £136020 per annum
- There were 39 users at the time the questionnaire was completed.
- Most users attend 1 or 2 days per week
- Estimated costs £69.75 per person per week for 50 weeks per year

The Social inclusion team are currently at full capacity and are unable to take on any new referrals, however it should be noted that many of the people currently using the social inclusion team are also receiving other services and this does raise issues about how we make what are often scarce resources equitable.

It should be noted that there is a separate review of Can-able now underway and this will be completed in April.

20.2.3

Shuna Court Employability Project

A group of people at Shuna Court are currently spending 2 days a week developing employability skills. This is a joint project between Shuna Court and the Social Inclusion Team and is due to finish in June 2007. The project will be evaluated at the end to

20.3 establish its effectiveness as a future model.

EDUCATION

20.3.1

Perth College

Perth College has revamped its courses for people with additional support needs and is now focusing on employability skills, work experience and independent living skills. It is essential that there is a co-ordinated approach to ensure that there are job opportunities available for young people to move onto after college.

Students with additional support needs have their own base within the college campus and this does raise issues about how students access main stream opportunities within the college. There is no cost to the Social Work budget for people to attend. The questionnaire reflected some concerns about people being bullied at college.

20.3.2

Elmwood College, Fife

Elmwood College have an inclusive philosophy and support students to participate and achieve in main stream certificated courses. They are skilled at working with people on the autistic spectrum disorder. There is a charge for this support unless a student is eligible for funding from the Scottish Students Award Agency which is for higher national diploma courses and above.

There are currently 7 students funded by the Council attending Elmwood College, Fife. The challenge for the service is that there are no suitable employment opportunities for these students when they come out of college. This is again a very difficult time for family carers and this puts enormous stress on families. In contrast in Fife there is a specialist employment support service for people on the autistic spectrum disorder. Families and college staff have expressed their frustration that there is not this support available for students from Perth and Kinross.

20.4

COMMUNITY CONNECTING

20.4.1

PUSH

PUSH has a service level agreement with the council, they receive £25,000.

They have 83 members. They work in a person centred way and support people to make community connections. Through this work they have supported people get a wide range of jobs. They run café Aroma in Aberfeldy which provides work experience for 17 apprentices living in Highland Perthshire. They are currently developing person centred training to share their expertise with other organisations. They also run a number of groups which people attend plus a transition project for young people leaving school. An example of how community connections develop is that Café Aroma has recently provided the food for an Aberfeldy Chinese Arts and Cultural weekend run by the local school to celebrate its Chinese New Year.

20.5

IN-HOUSE PROVISION

Social Inclusion Team – Aims and Objectives

Aim of the Team

Our key purpose is to ensure that people with a learning disability are socially included within the community.

Key Objectives

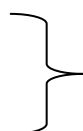
- Provide supported employment and education on an individual basis and through projects
- Support to access leisure opportunities via our befrienders service
- Work closely with the business community around employment opportunities

- Provide disability awareness training

Staff composition and costs

The team comprises of:

1 Manager
4.86 Community Facilitators
4 Outreach Workers



The total budget for the Social Inclusion Team is £277,545 and Can-able is £12,300

The outreach team are based in Shuna Court Adult Resource Centre and the community facilitators who are based in Blairgowrie. The team covers the whole of Perth and Kinross and do not have a locality focus. The team also has responsibility for managing and running Can-able. The majority of service users in the Blairgowrie area live in care homes or a housing support project run by Ark Housing. Consequently a big part of the Social Inclusion Team's workload is supporting people who are already in 24 hour support. Gleneagles Adult Resource Centre does not have anyone from the team based in their centre and feel the service users there lose out as a result. The vast majority of people attending Gleneagles live with families; this is the group requiring extra support.

20.6 CHALLENGE

The challenge for the service is to develop support services which promote and enable people to be socially included and develop paid employment opportunities that are equitable.

The Community Care planning department recently undertook a mapping exercise on employment projects for Perth and Kinross Community Partnership and identified the following key issues:

1. Lack of available places due to difficulties moving people on to the open job market.
2. Need for more cohesive and integrated working relationships
3. Sustainability of funding
4. Current disjointed local arrangements
5. Issues for future consideration, widening the eligibility criteria in existing projects to a more generic model, this being difficult at present due to funding rules and service design
6. The report conclusion states there is no shared vision for employability services

20.7 CONSULTATION

The consultation was wide ranging and extensive. It involved consultation with service users, carers, staff and key partners. There were four consultation events in August/September 2006 and the Scottish Consortium for Learning Disability were commissioned to design and analyse a questionnaire "What do you think about your services in Perth and Kinross", which went out to 657 people.

A full copy of the findings is available on the Council website and Eric. There were two further consultation events in December/January 2007 to look at the proposed options. People's views were produced on a DVD which is available from Charlie Collie, Consultation and Support Officer.

During the consultation process the dream of having paid jobs was high on people's priorities.

20.7.1 Findings of the consultation days/questionnaire/option appraisal

Social inclusion is at least a partial reality for some people, with people reporting fairly high levels of group membership, social activities and friendship. Other indicators, however,

such as levels of bullying, income and paid employment show that full inclusion is still some way off.

Nearly half of the participants reported having felt unsafe, hassled and bullied, most of which happened when they were 'out and about'. This was more common in Highland Perthshire than elsewhere. A number of comments indicate that the harassment came from children and shows how far away we are from true inclusion.

20.8 COMPARISON

Benchmarking visits were made to Stirling Council, North Lanarkshire Council, Midlothian Council, East Lothian Council and Fife Council.

Benchmarking with other local authorities has shown that success is best achieved by having a dedicated employment team focusing exclusively on:

- Securing paid employment
- Working with partners to develop job opportunities in the private and voluntary sector
- Using job coaches to teach people the requirements of the job
- Building on successful practice

20.8.1 Summary of Comparative Information.

North Lanarkshire Council have secured paid jobs of over 16 hours per week for 120 people. They employ 18 job coaches and 2 senior supported employment officers. In 2004 the Fife employability team was working with 304 people with a learning disability.

- 217 people are in employment
- 161 of them are in paid employment, all earning the National Minimum Wage or above
- 100 of these people are earning above £50 a week, while 61 are earning less than £50 per week
- 85 people are working over 16 hours a week
- the 55 people who are not in paid employment are doing voluntary and training work, which is intended to lead on to employment

They have invested money from the Change Fund to help set up the FEAT Social Firm which will give people more opportunities to consider self-employment as an option. They also run a project called Aspire which works with people on the autistic spectrum disorder. Close links have been made with students at Elmwood College so that jobs are available when students are ready to leave the college course.

20.8.2 Social Inclusion Principles

John O'Brien is an influential pioneer and has shaped the development of socially inclusive practice. He has identified 5 accomplishments of inclusion which are:

- community participation
- promoting choice
- supporting contributions
- encouraging valued social roles
- community presence

North Lanarkshire developed a set of values around these which influence the development of all their services.

Better outcomes can be achieved by the Social Inclusion Team focusing on employment and addressing the issues raised in 6.2

20.9 OPTIONS

OPTION 1 - STATUS QUO

Aim of the Social Inclusion Team

The aim when the team was developed was to ensure that people with a learning disability are socially included within the community.

Key Objectives

- Provide supported employment and education on an individual basis and through projects
- Support to access leisure opportunities via our befrienders service
- Work closely with the business community around employment opportunities
- Provide disability awareness training

OPTION 2 – DEVELOP A DEDICATED EMPLOYMENT TEAM

- More people with real jobs and real wages with the focus on getting jobs that are 16hr + per week.
- Effective working relationships developed between key agencies and partners that will increase job opportunities for people
- To use the new powers of the Disability Discrimination Act to positively recruit disabled people into posts within the Council and partner organisations such as Health e.g. North Lanarkshire Council have committed to give 10 people with disabilities jobs in the next year.

20.9.1 OPTION APPRAISALS

This will be done once the working group information is available

20.9.2 RECOMMENDED OPTION

This will be informed by the Can-able working group report due in May 2007

20.9.3 WAY FORWARD

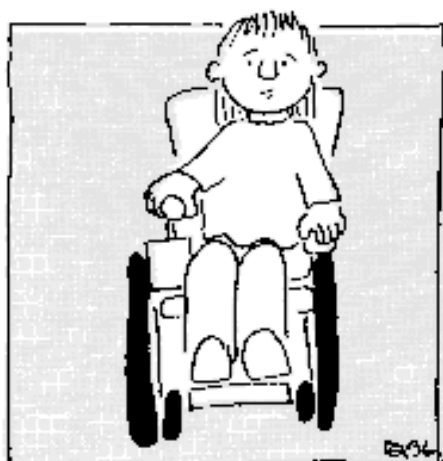
The option appraisals cannot be completed until the review of Can-able/Social Inclusion Team are completed. The role of the Adult Resource Centre staff will change to develop a localised support service focusing on individual and community capacity building.

20.9.4 KEY ACTIONS PENDING COMPLETION OF THE OPTION APPRAISAL PROCESS

- Develop a shared vision for employability services
- Create more paid employment opportunities
- Develop effective working relationships between key agencies
- The council reviews its HR policies for employment and training for people with learning disabilities and/or autistic spectrum disorder

BEST VALUE REVIEW OF LEARNING DISABILITY SERVICES

DEVELOPMENT OF SERVICE FOR INDIVIDUALS WITH COMPLEX NEEDS



Section		Page No.
21	DEVELOPMENT OF SERVICES FOR INDIVIDUALS WITH COMPLEX NEEDS	77
	21.1.1 Policy Context	
	21.1.2 Baseline Assessment Information	
	21.1.3 Services outwith Perth and Kinross for individuals with complex needs	
	21.1.4 Definition of Challenging Behaviour	
	21.1.5 Causes of Challenging Behaviours	
	21.1.6 Environmental (Social and Physical) Influences	
	21.1.7 Communication Issues	
	21.1.8 Assessment, Investigations, Treatment and Referral	
	21.1.9 Historical Background to the Behaviour	
	21.2 Challenge	
	21.3 Consultation	
	21.4 Comparison	
	21.5 Recommendations	
	21.6 Way Forward	

21.1 DEVELOPMENT OF SERVICES FOR INDIVIDUALS WITH COMPLEX NEEDS

21.1.1 POLICY CONTEXT

Recommendation 23 from The Same As You states:

All local authorities in association with health boards, NHS trusts and other agencies should develop policies and guidelines on protecting vulnerable adults. Social work departments should review their procedures on guardianship to include making a formal assessment of risk a normal part of deciding whether an application should be made. Local authorities and health boards should use the Care Programme Approach for people with learning disabilities who have complex needs whether these needs are caused by disability or vulnerability.

21.1.2 BASELINE ASSESSMENT INFORMATION

The development of services for individuals with complex needs is also included in each of the other areas e.g. supported living, respite, support services. This part of the report concentrates on people whose needs can not be met within existing services.

Table 1 - Services within Perth and Kinross for individuals with complex needs

Name of Service	Category of Service	Number of People	Cost of Service per annum
Kinnoull House (In-house)	Support Services	16	£222,305
Gleneagles ARC (In-house)	Support Services	8	Not available
Blairgowrie ARC (In-house)	Support Services	3	Not available
Open Minds/Enable (Voluntary Provider)	Short Break and Respite Care Services	6	£15.30 per hour Block contract £150,828 per annum
	Support Services		
	Care at Home Service		
PAMIS (Voluntary Provider)	Service Level Agreement support to families with profound and multiple learning needs	7 Families	£8000 (Change Fund)
Upper Springlands (Voluntary Provider)	Support Services	7	£137,979
Birchwood (In-house)	Short Break and Respite Care Services	40	£434,518

No separate costings for special care places

Please see 19.4.1 for information about providing changing toilets in easily accessible venues which enable people with complex needs to access community facilities and have their personal needs provided for.

21.1.3 Services outwith Perth and Kinross for individuals with complex needs

There are 25 people with a learning disability who are currently placed outwith Perth and Kinross in registered accommodation.

Geographical Area	No of People	Annual Cost per person
Dumfries and Galloway	2	£94,906-£107,029
Aberdeen	2	£16,511-£24,958
Dover	1	£67,181
Alloa, Stirlingshire	1	£27,638
Preston, Lancashire	1	£120,548
Devenick, Aberdeenshire	1	£28,136
Peebleshire	1	£55,271
Dundee	2	£94,906-£107,029
Dundee	1	£17,971
Ayrshire	1	£197,320
Arbroath	1	£18,168
Kilmarnock	1	£36,320
Wyboston, Bedfordshire	1	£94,724
Halifax	1	£32,875
Stirlingshire	3	£34,706-£49,864
Doncaster	1	£73,637
Leicester	1	£273,956
Edinburgh	1	£26,835
Falkirk	1	£49,981
Southampton	1	£110,087
TOTALS	25	£1,797,891

People with complex needs can also have behaviour which is challenging.

21.1.4 Definition of Challenging Behaviour

Behaviour of such intensity, frequency or duration that the physical safety of the person or others is placed in serious jeopardy or behaviour which is likely to seriously limit or deny access to the use of ordinary community facilities (Emerson)

21.1.5 Causes of Challenging Behaviours

- Medical.
- Psychiatric.
- Environmental factors.

21.1.6 Environmental (Social and Physical) Influences

- Gaining social attention.
- Escape or avoidance of demands.
- Gaining access to preferred activities or objects.
- Sensory feedback, e.g. hand flapping, eye poking.
- Pursuit of power and control over own life.
- Reduction of arousal and anxiety.
- Challenging behaviour.

21.1.7 Communication Issues

- What is the person's communicative potential?
- What are the person's patterns of communication?
- Are carers able to understand them?
- What resources are needed to achieve their understanding?
- Is the person allowed to make choices?
- Does the person have access to support?

21.1.8 Assessment, Investigations, Treatment and Referral

Assessment of challenging behaviour is dependent on the adequacy of the history.

21.1.9 Historical Background to the Behaviour

- When did the behaviour first begin?
- What else was happening at the time?
- Who was present at the time?
- What has happened since then?
- Is the behaviour getting worse, better, staying the same?
- Has the Behaviour been constant or remitted and recurred over time?
- Is this a new behaviour or a long-standing behaviour which has now become unmanageable?
- What treatment has been tried? What worked? What failed?
- What treatment is presently in place?

The above highlights some of the background detailed information that is important to know or find out when a person is presenting with challenging behaviour. It helps to establish why the person is doing it and helps to develop a strategy to minimise it. The main reason people are placed in very expensive placements outwith Perth and Kinross is because they have challenging behaviour and their needs cannot be met locally. Forward planning tends to take place on the basis of having to fit into existing services rather than the needs of the individual.

It is clear from the above that a detailed personal account is important. In person centred planning one of the tools used is essential lifestyle plans which go into depth about how best to support a person. In Perth and Kinross a working group has been meeting for nearly a year to look at the possibility of developing locally based services within Perth and Kinross.

Visits have been made to a variety of services in other parts of the country to try and find good practice models. Unfortunately detailed information about the needs of people we have placed outwith Perth and Kinross are not available. This is because services that have been purchased do not work from a person centred philosophy using person centred tools such as essential lifestyle plans.

It is recommended that essential lifestyle planning is undertaken with service users placed outwith Perth and Kinross and until this is done no new services will be commissioned.

Commissioning new services without detailed information about people's needs and requirements is the traditional model of creating a service and then fitting the person into it.

We know that this group of people have complex needs which are very difficult to accommodate. It is therefore very important to develop and create a service which is based on an accurate account of their needs.

21.2 CHALLENGE

The challenge is to make alternative plans for those presently accommodated outwith the area and make forward plans for those presently living in institutions or with frail or elderly carers. This will require more carer's assessments to be completed and a system to collate needs and numbers.

From Mansell Report 'Services for People with learning disabilities and Challenging Behaviour or Mental Health needs'.

- Standards and charters applying to other people shall also apply to people with learning disabilities and challenging behaviour or mental health needs.
- Services will ensure that each person is treated as a full and valued member of their community, with the same rights as everyone else and with respect for their culture, ethnic origin and religion.
- Services will be individually-tailored, flexible and responsive to changes in individual circumstances and delivered in the most appropriate local situation.
- Services will strive to enable people to live in ordinary homes, and enjoy access to services and facilities provided for the general community.

Services will be provided by appropriately trained, qualified and experienced staff that will help the people they serve to develop fully in all aspects of their lives.

- Services will be delivered in the least restrictive manner capable of responding to individual needs.
- Services will strive to continually improve, using the latest research to provide the best treatment, care and support.

21.3 CONSULTATION

The consultation was wide ranging and extensive. It involved consultation with service users, carers, staff and key partners. There were four consultation events in August/September 2006 and the Scottish Consortium for Learning Disability were commissioned to design and analyse a questionnaire "What do you think about your services in Perth and Kinross", which went out to 657 people.

A full copy of the findings is available on the Council website and Eric. There were two further consultation events in December/January 2007 to look at the proposed options. People's views were produced on a DVD which is available from Charlie Collie, Consultation and Support Officer.

21.4 COMPARISON

North Lanarkshire Council use essential life style planning to get very detailed information about each person.

- Who is important to them
- How to keep them healthy and safe
- How best to keep them calm
- What are their hopes for their life
- This planning information leads to what support is required and how it is best provided

North Lanarkshire Council also uses the In Control Self Directed Care model to allocate resources in an equitable way. All North Lanarkshire Councils services are commissioned on an individual basis, there are no block contracts.

In Perth & Kinross we need to develop a robust commissioning and care review strategy based on person centred principles. Providers need to show how they are giving high

quality person centred services. Providers need to state what values and assumptions underpin their work. There is improved quality as providers are required to work with person centred tools.

21.5 RECOMMENDATIONS

Options for services for people with complex needs are included in the recommendations for the other areas e.g. supported living and support services.

21.6 WAY FORWARD

Adopt a robust commissioning and care review based on person centred principles to develop and expand to capacity of local services for people with learning disabilities and/or autistic spectrum disorder to understand and respond appropriately to challenging behaviour. This could include a range of small scale housing, work education and other day activities placements into which markedly different levels of staff support could be provided on the basis of individual need at a particular time.

BEST VALUE REVIEW OF LEARNING DISABILITY SERVICES

TRANSITIONS



The Council will support people with learning disabilities and autistic spectrum disorder to move through life milestones

TRANSITIONS

- 22.1.1 Baseline Assessment Information
- 22.1.2 Young People
- 22.1.3 Issues
- 22.1.4 Young people currently at school
- 22.1.5 Young people currently at school requiring support
- 22.1.6 Number of people with Aspergers/Autism by Gender
- 22.1.7 Older people
- 22.1.8 Direct Payments
- 22.2 Challenge
- 22.3 Consultation
 - 22.3.1 Findings of the consultation days/questionnaire/option appraisal
 - 22.3.2 Conclusion from 'What do you think about your services in Perth & Kinross?'
 - 22.3.3 The Executive Summary – Consultation report
- 22.4 Comparison
- 22.5 Recommendations
- 22.6 Way Forward – Young People
- 22.7 Way Forward – People living with family carers

22.0 TRANSITIONS

22.1.1 BASELINE ASSESSMENT INFORMATION

Life transition is an issue for both young and old people as well people facing major milestones in their lives e.g. moving from family home.

There is a major issue re lack of relevant information to assist in planning for these changes as well as a lack of resources to assist in implementing the appropriate change. Transition is a process not a service so no option appraisal has been completed on this area. There are ways forward recommended.

22.1.2 Young People

As far as young people are concerned one of the major traumas for them and their families is not knowing what is going to happen when they leave school and the routine and security it provides is no longer there. In November 2006 a report was completed by Margaret Allan which said:

“The experience of a young person with additional support for learning needs making the transition from education to adult care services should not be one fraught with anxiety. Of equal importance is the necessity to ensure that there are effective lines of communication between ECS and providers of services, external to the Council, such as Health.”

There are now meetings twice a year to discuss pupils who have coordinated support plans and who require an assessment from housing and community care adult services to plan for the future.

During the consultation events it was clear that transition into adult services is still a tortuous and painful time for people and it is clear that a radical change in the way the service deals with this is required.

22.1.3 Issues

- Lack of resources
- Currently people are expected to fit into the services we have
- The adult field work team currently has one worker who deals with transition in Perth and Kinross. Her current case load is the largest in the team. She covers all the schools in Perth and Kinross which is a very large geographical area. She is not therefore in a position to know about nor has the time to develop community opportunities with young people.
- Adult Resource Centres are at full capacity. They have group timetabled social activities and many young people and their parents want more inclusive opportunities to do ordinary activities.
- The Social Inclusion Team is full and is not taking on any new referrals. This is partly due to resources being diverted into managing and working Can-able.
- Two young people, one from school and one from college joined the Better Choices Work Project .One has left to take up other opportunities in their own community. This was originally set up as a joint pilot project between the Social Inclusion Team and the Adult Resource Centre, but is now run only by staff from the ARC. The Social Inclusion Team Manager has withdrawn from the project due to staffing issues elsewhere. There is a need for job opportunities and work experience placements to be found for this group.
- Education and Children’s service have done a great deal of work to improve the transition process in response to the requirements of the Additional Support for Learning Act. The Act puts new responsibilities on the Council to identify and support young people with additional support needs and there is now a duty to track the outcomes for young people who have co-ordinated support plans post school

22.1.4 Young people currently at school

Information about young people currently at school who have a learning disability and/or autistic spectrum disorder was collected from the Education and Children's Services Child Health Team and Education staff. It should be noted that this information was collected in August 2006.

22.1.5 Young People currently at school requiring support

12-15 years old	28
16-18 years old	26

22.1.6 Number of people with Aspergers/Autism by Gender

Autistic Spectrum Disorder

Female	4
Male	13

Aspergers

Female	0
Male	3

Breakdown into Areas

Kinross	3
Strathmore	4
Strathearn	13
Perth City	26
North Perthshire	2
Not known	6

* These young people have all been identified as having a learning disability and/or autistic spectrum disorder but would require a community care assessment by adult services to ascertain the level of their future needs and requirements.

22.1.7 OLDER PEOPLE

In the past many parents and staff were told that parents would outlive their children and therefore the need to plan for the future was unnecessary. This is now clearly not the case, in the early 1930s the average life expectancy of a man with a learning disability was 15 years and for women 22 years. Nowadays people live well into middle and older age.

How best to address the needs of older people with learning disabilities is a theme across the UK and there is now recognition that this group does have particular needs relating to their age. A major national programme 'Growing Older with Learning Disabilities' (GOLD) identified the following issues which need to be addressed by services.

- The social inclusion of older people with learning disabilities
- People with learning disabilities living with older family carers
- The needs of people who develop dementia particularly adults with Down's syndrome
- Life changes for people with learning disabilities growing older notably age related health changes
- Bereavement loss of family carers and subsequent move into a new environment is an issue which arose during the consultation events.

It is difficult to address the above issues in the way the Adult Resource Centre groups are currently set up. A reconfiguration of the groups around ages could enable the specific

needs of this group to be considered. Also it would give staff an opportunity to develop expertise in certain areas of work.

In some parts of the country attempts have been made to integrate people with learning disabilities into groups of age appropriate older people. This has been most successful where it is part of a person centred plan and uses local community resources e.g. old time dancing, bingo, lunch clubs etc.

Some years ago Gleneagles Adult Resource Centre ran a group for older service users in Lewis Place an older people's day centre but it closed due to staffing difficulties. There is some ambiguity and ambivalence around people retiring at 60 from an Adult Resource Centre. This is in the main because there has not been anything in place for people to move on to.

Some people have happily retired aged 60 but some particularly those in residential care have been very resistant to leave. This is a very difficult situation for resource centre staff to deal with as they know how important the service is to people in this situation and that their quality of life would suffer if they stopped attending. The dilemma for the service is that there are growing numbers of people who are growing older remaining in Adult Resource Centres and at the same time an increasing younger group of people and their families who have very different expectations and hopes for their future.

22.1.8 Direct Payment

An increasing number of younger families are receiving direct payments from the Child Health Team which will increase the demand on Adult Services for a similar service.

22.2 CHALLENGE

To improve the planning and the resources available for transitions

22.3 CONSULTATION

The consultation was wide ranging and extensive. It involved consultation with service users, carers, staff and key partners. There were four consultation events in August/September 2006 and the Scottish Consortium for Learning Disability were commissioned to design and analyse a questionnaire "What do you think about your services in Perth and Kinross", which went out to 657 people.

A full copy of the findings is available on the Council website and Eric. There were two further consultation events in December/January 2007 to look at the proposed options. People's views were produced on a DVD which is available from Charlie Collie, Consultation and Support Officer.

22.3.1 Findings of the consultation days/questionnaire/option appraisal

The current transition arrangements are ineffective because of the lack of sufficient information to plan resources and volume in advance.

22.3.2 Conclusion from 'What do you think about your services in Perth and Kinross?'

College and day centre are still where people are most likely to go after school. There was some indication that those at college may move on to a mixture of options. There may be room for more varied sources of advice to those leaving school (and college) including employment advisors. Most report that they are happy with their course. It should be noted however, that many feel they do not choose the courses they are doing.

22.3.3 The Executive Summary of the above report states:

Family carers were fairly critical of services. Some were happy that their relatives enjoyed going to the day centre and a number were happy with their care manager. The majority of

responses however, indicated that forward planning levels were poor, service provision was crisis driven and quality of service was both variable and inflexible. They found it difficult to get information about services and felt excluded from the process of assessment and service planning. They felt that their role as carers was undervalued. In addition, they felt sceptical that this review would lead to any significant change.

Overall, services have gone some way to supporting people to lead the lives they want to lead, however much remains to be done. Many people and their families do not feel they have any significant control over their services, and many of their aspirations, even in terms of basic choice, remain unfulfilled.

22.4 COMPARISON

Fife Council is running in conjunction with community education taster sessions in a whole range of activities for young people in transition funded by the lottery. They are also working with Hansel, a voluntary organisation on a peer mentoring project.

22.5 RECOMMENDATIONS

No option appraisal has been carried out as transition is a process and not a service.

22.6 WAY FORWARD – YOUNG PEOPLE

1. It is proposed that the assessment for each person leaving school is completed a year prior to their leaving date and any funding or resource requirements should be submitted for consideration at this stage. Families should be advised 9 months before the school leaving date of the outcome of the assessment and outcome of the request for resources.
2. The field work team several years ago began planning their workloads on a locality basis however this was not maintained and workers currently work throughout the region. It is proposed that in line with developing a localised person centred focus the field work team should realign themselves to local areas and secondary schools for example
 - There are 13 young people in the Strathearn (Crieff) area that will need to be assessed for adult care services. This reconfirms the need for a local service in Crieff.
3. Local area co-ordinators will support the transition planning process and actions

22.7 WAY FORWARD - PEOPLE LIVING WITH FAMILY CARERS

1. Person centred plans must be completed for people living with family carers by the time the cared for person is aged 30 or when requested by the individual or their family.

BEST VALUE REVIEW OF LEARNING DISABILITY SERVICES

ASSESSMENT CARE MANAGEMENT AND PLANNING



23	ASSESSMENT CARE MANAGEMENT & CARE PLANNING	91
23.1.1	Policy Context	
23.1.2	Baseline Assessment Information	
23.1.3	SWIA Inspection Report	
23.1.4	Number of Service Users	
23.1.5	Assessment and Care Planning	
23.1.6	Management Information	
23.1.7	Good Practice Action Point	
23.1.8	Financial Information	
23.1.9	Recommendation	
23.2	Challenge	
23.2.1	Five key features of PLP/PCP	
23.2.2	In Control Self Directed Support Model	
23.2.3	Self Directed Support – What does it mean?	
23.2.4	Direct Payments for people with a learning disability	
23.3	Consultation	
23.4	Comparison	
23.4.1	Summary of Comparative Information	
23.5	Recommendations	
23.6	Way Forward	

23 ASSESSMENT CARE MANAGEMENT & CARE PLANNING

23.1.1 POLICY CONTEXT

Recommendation 3 and 26 from The Same As You states:

Everyone with a learning disability who wants to, should be able to have a 'personal life plan'

Life plans for people with learning disabilities who live with their parents should include plans for a time when parents may no longer be able to provide care.

23.1.2 BASELINE ASSESSMENT INFORMATION

The field work team work across the whole of Perth and Kinross. They do not currently have a locality focus. A few years ago this was proposed and caseloads were redistributed but this is no longer maintained.

The team are based in the Birch Avenue Centre which also houses the respite unit, day hospital and the community nurses. Assessment care management and care planning is a process not a service so no option appraisal has been carried out. There are ways forward recommended.

BIRCH AVENUE COSTS AND STAFFING INFORMATION

Job Title	No of Staff
Team Leader	1
Social Workers, FTE	6.2
Care Manager	1
Social Work Assistant	1
Total	9.2

Two of the Social Work posts are paid for from the Change Fund which was given to the local authority to implement the Same As You. One was originally for Housing and the other for Transition.

A Care Manager who was seconded and paid for by the Health services as part of a resource transfer arrangement left in the Summer 2006. He has not been replaced. Negotiations with health need to be established to see if this post can be replaced.

23.1.3 SWIA Inspection Report

The inspection report from the Social Work Inspection Agency who inspected the social work service for the first time in September 2006 will shortly be published. There will be an action plan arising from the report which will need to be incorporated with the recommendations of this review.

23.1.4 Number of Service Users

There are currently 200 service users allocated to a social worker of which 53 are allocated to the transition worker and 23 service users are allocated to the team leader. 63 service users are unallocated and are on the waiting list. The number of people known to the department is 431.

23.1.5 Assessment and Care Planning

The social work assessment is the way everyone currently accesses social work services. These services should be reviewed on an annual basis.

Tayside Needs Assessment Report states that the concentration on the resettlement of people from Strathmartin and other long stay hospitals was felt to have created inequalities of opportunity for those already living in the community either on their own or with their

families. One of the criticisms staff have of person centred planning is that it is time consuming to do. This may well be the case however it has been the cornerstone of all the good practice highlighted in benchmarking exercises with other local authorities.

Assessment and Reviews currently focus on fitting people into what services exist and the tension arises because most of these services are full or are not what people want. Social workers are unaware of the costing of some services as they are bought in block contracts or centrally purchased e.g. transport.

Services need to become focused around the person and the distribution of resources should be equitable.

In addition this person centre approach will allow a focus on maximising benefits which could give the person more control and choice and save the service money.

23.1.6 Management Information

The Best Value Review team needed to set up its own database to capture information about the range and cost of the different services allocated to each person because this information was not available at the start of the review. The new SWIFT computer system installed in March 2005 and all information from the old K2 system was transferred. Information on residential care and respite placements is now available on SWIFT but information on day services, social inclusion team involvement, supporting people support, transport costs, housing support, and employment status. Care at Home support is not available.

There are also a number of service users who have no or very little information included on the SWIFT system.

It is important when doing national returns and making the case for funding and resources that there is accurate information which can be used to make the case. An example of this is the recent COSLA questionnaire on budget pressures and waiting lists to supply evidence for the next Scottish Executive Spending Review for the next 3 years.

The Same as You returns to the Scottish Executive are used by inspection agencies when looking at outcomes for service users e.g. number of people with a learning disability in employment. If this information is not accurately recorded it is very difficult to give a true picture of the current situation in Perth and Kinross.

23.1.7 Good Practice Action Point

Further work needs to be done to ensure that the SWIFT records accurately reflect all the activities and services provided by the department taking into account, the need to complete annual Same As You returns to the Scottish Executive on a number of key areas e.g. personal life plans, employment, supported living and alternative short breaks etc.

23.1.8 Financial Information

There appears to be difficulties with the way the fieldwork team and the finance section interface which is leading to a loss of significant revenue to the department and an adverse effect on service users and carers.

Two examples of this are:

- 1) The tenants receiving support from the Supported Living Team have not been financially assessed and are not making a financial contribution for the services they receive. This had led to significant loss of income for the department.

2) The Direct Payments Scheme - service users have been adversely affected by the changes to their assessed chargeable income, for example one person has had their financial contribution rise by £50 per week which is a very significant rise. The people using the Direct Payment Scheme were neither advised nor consulted about these changes before they happened.

3) 16 people receiving respite services appear eligible for ILF but are not receiving it.

23.1.9 Recommendation

The financial aspect of learning disability is often very complex. It is proposed in the 21st Century Review of Social Work that field work teams should include a financial officer.

Consideration needs to be given to this recommendation to improve the effectiveness of financial procedures. Outcomes for services users and the department could be improved by more effective co-ordination.

23.2 CHALLENGE

The main challenge for the council is meeting the Same As You agenda. The 'Same As You' Scottish Executive returns states that:

- “Personal Life Plan/Personal centred planning (PLP/PCPs) a process for continual listening and learning, focused on what is important to someone now and for the future, and acting upon this in alliance with family and friends.”
- “This listening and learning is used to understand a person's capacities and choices. PLP/PCP is a basis for problem solving and negotiation to mobilise the resources necessary to pursue the person's aspirations. These resources may be obtained from a person's personal network, from service agencies or from a range of non-specialist and non-service sources.”
- “PLP/PCP is not - (1) The same as assessment and care planning (2) the same as reviews of service provision (3) a replacement for some other necessary forms of planning.”

23.2.1 Five Key features of PLP/PCP

1. The person is at the centre
2. Family members and friends are full partners
3. Person centred planning reflects the person's capacities, what is important to the person (now and for their future) and specifies the support they require to make a valued contribution to their community
4. The plans build a shared commitment to action that will uphold the person's rights
5. Person centred planning leads to continual listening, learning and action, and helps the person to get what they want out of life

The challenge has been to find ways of developing person centred planning and community engagement as a way of improving the way we deliver services.

23.2.2 In Control Self Directed Support Model

In Control Self Directed Support model is used by a number of local authorities in Scotland.

In-control was formed to help social service departments fundamentally change their social care systems to increase the citizenship of disabled people. In Control call the new system Self-Directed Support.

Work began in 2003 to test Self-Directed Support as a viable model of social care in six local authority pilot sites – Essex, Gateshead, Redcar and Cleveland, South Gloucestershire, West Sussex and Wigan. In 2006 there are 80 local authority members of In Control. All these authorities are setting up systems of Self-Directed Support.

In Control Scotland has been formed to promote the development of Self Directed Support and Individualised Budgets in Scotland. It provides a framework to bring together new ways of working which will help everyone, and to support everyone involved in meeting the challenges.

In Control Scotland aims to develop a system of self-directed support that will work for everyone.

In Control Scotland's mission is to promote and support changes in the organisation of social care and support in Scotland so that people get more control over their support and their lives, and fulfil their role as full citizens.

23.2.3 Self Directed Support – What does it mean?

Self-direction means:

- Being in control of your own life
- Having a say (making the decisions) in all things about your own life.
- Where you live
- Who you live with
- What you do
- Who you associate with
- How you spend your money

It is a simple and fundamental idea to all of us.

In Control Scotland is a partnership between ALTRUM, Scottish Consortium for Learning Disability, a number of local authorities and the Scottish Executive.

23.2.4 Direct Payments for people with a learning disability

There are currently 11 people or their representatives receiving direct payments. The hourly rate allocated by the department to be paid by the person is £5.85 plus an amount for national insurance tax and contingencies. This compares with an hourly cost between £10 and £23 for people getting agency support via Supporting People Monies.

The low hourly rate has made it difficult to recruit and retain staff for people using direct payments. There is currently a proposal being investigated to increase the hourly payment to align it with the social care officer's hourly rate.

The other issue which affects people using direct payments is that people are financially assessed for direct payments but not for day care. People using direct payments feel they are penalised as a result. There has been a change in the assessed income threshold which has been in some people using direct payments being subsequently worse off.

The Housing and Community Care Direct Payments leaflets states:

'A Direct Payment can give you more choice and control over the way services are provided as well as promoting independence, at the same time improving the quality of life for you and your family.'

You can get a Direct Payment if:

- *You are disabled and assessed as being eligible for Community Care services i.e. people with physical disabilities, learning disabilities and people with severe and enduring mental*

health problems.

23.3 CONSULTATION

The consultation was wide ranging and extensive. It involved consultation with service users, carers, staff and key partners. There were four consultation events in August/September 2006 and the Scottish Consortium for Learning Disability were commissioned to design and analyse a questionnaire "What do you think about your services in Perth and Kinross", which went out to 657 people.

A full copy of the findings is available on the Council website and Eric. There were two further consultation events in December/January 2007 to look at the proposed options. People's views were produced on a DVD which is available from Charlie Collie, Consultation and Support Officer.

23.4 COMPARISON

Same As You returns

Both Fife and North Lanarkshire use person centred planning tools to plan support.

23.4.1 Summary of Comparative Information

North Lanarkshire vision for self directed support states that a person should have choice and control in their life. Choice and control must be maximised across all methods of service delivery. Self Directed Services require an individualised plan, individualised funding and supports to be flexible, responsive and involve the person fully in the introduction, ongoing provision and review.

Knowing who is important, what is important, how to keep them healthy and safe, how decisions are made and what their hope for their life forms the basis of each plan? The role of staff moves from "expert" to facilitator, bringing together people who know the person best. The planning information leads to what support is required and how it is best provided.

23.5 RECOMMENDATIONS

No option appraisal has been carried out as this is a process and not a service. There will also be an improvement plan following the Social Work Inspection which will be incorporated into the Best Value Review Implementation Plan.

23.6 WAY FORWARD

1. Assessments and Reviews must become more focused and structured and should follow person centred principles e.g. where does the person want the review? Who do they want to invite? The following life elements should be included on each person's review agenda:
 13. Planning for life
 14. Money – Income and managing money
 15. Speaking up and citizenship
 16. A place to live
 17. Support in daily living
 18. Leisure and social activities
 19. Friendships and relationships
 20. Learning
 21. Job opportunities
 22. Keeping safe
 23. Good health
 24. Family support
2. Person centred planning needs to be done with people using services to prepare for life changes. Some family carers would like an opportunity to speak to staff

independently of their family member.

3. Information from the reviews and assessment should be fed into the planning process for action. One method pioneered in other local authorities is 'Shaping the Future Together' which is a way of moving issues and information from individual reviews to be incorporated into the strategic planning processes.
4. The in control model of Self Directed Support has been launched in Scotland at a recent conference and is currently being investigated as a possible model for Perth and Kinross Council
5. Incorporate findings from the SWIA inspection
6. Improve management information from SWIFT
7. A financial assessment officer should be seconded to the learning disabilities fieldwork team to improve co-ordination and to maximise income for individuals and the service.
8. Change the financial procedures to ensure that there is information available on the costs of service received by each person.
9. Assessment Care Management and planning must ensure that services are focused on the right outcomes backed by a culture of performance improvement (21st Century Review of Social Work)



BEST VALUE REVIEW OF LEARNING DISABILITY SERVICES

RECOMMENDATIONS OF THE BEST VALUE REVIEW TEAM AND CONCLUSION

Section		Page No.
24	KEY RECOMMENDATIONS Supported Living including Out of Area Placements Respite and Short Breaks Services Local Area Co-ordination Development of Day Opportunities Inclusion in the Community – Employment Development of services for individuals with complex needs Transitions Assessment Care Management and Planning	101
25	KEY THEMES	111
26	MOVING FORWARD	112
27	WHAT HAPPENS NEXT?	112

24 RECOMMENDATIONS

The key recommendations, options and way forward are as follows for each of the nine elements:

SUPPORTED LIVING INCLUDING OUT OF AREA PLACEMENTS

RECOMMENDED OPTION

The recommended option is option 2, for details please see 16.8.

OPTION 2 INCREASE CAPACITY AND CHOICE IN SUPPORTED LIVING BY:

- (a) BETTER PLANNING FOR PEOPLE LIVING WITH FAMILIES
- (b) ACCOMMODATION AND SUPPORT DATABASE
- (c) SUPPORTED LIVING DEVELOPMENT POST
- (d) DEVELOP LOCALLY BASED SUPPORT SERVICE FOR PEOPLE WHOSE BEHAVIOUR CHALLENGES SERVICES

The key actions to deliver this are:

- Move away from residential care home placements to provide more housing and supported living.
- Person centred plans for each person who wants supported living
- Person centred plans for each person aged 30 or over living with family carers
- A housing and accommodation database created to identify future housing and support requirements
- Reinstate housing post to co-ordinate and develop new projects
- Care commission reports on all providers go to committee
- Develop an equitable resource allocation system and maximise personal benefits and consider developing the In-control model
- Implement and monitor a robust commissioning strategy based on Same As You principles
- Person centred plans produced for every person currently living outwith Perth and Kinross
- Improve information available from SWIFT to provide accurate information on the housing status of individuals e.g. tenant, family home, residential care home.
- Improve information available from SWIFT about the financial information on each individual e.g. what the council is paying for, from which budget heading and what benefits the person is claiming?
- Increase the number of carers partnership agreements
- Produce a guide book for family carers on future planning

RESPITE AND SHORT BREAKS SERVICES

RECOMMENDED OPTION

The recommended options are 2 and 3.

**OPTION 2 TO INCREASE THE CAPACITY AND CHOICE OF RESPITE
DEVELOP A PERSONALISED RESPITE BUDGET AND A RESPITE BUREAU**

**OPTION 3 FURTHER INVESTIGATE THE MOST APPROPRIATE WAY OF
MEETING THE NEEDS OF PEOPLE WITH CHALLENGING
BEHAVIOUR**

OPTION APPRAISALS

Please note that an option appraisal has been completed for option 2. The option appraisal process is taken in two stages:

- a) the in-house service at Birchwood – further work to be completed by the respite manager (40 people)
- b) the externally purchased respite from private and voluntary sector (26 people)
(Completed)

PREFERRED OPTION

- This will be informed by the Respite Managers review of Birchwood (option 3)
- The preferred option for this part of (b) above is option 2.

KEY ACTIONS

To increase capacity and choice of respite by:

Birchwood In-house Service

- Following the above complete a review of Birchwood (in-house provision)
- Complete carers assessment and person centred plans for people receiving respite and living with frail carers
- Option appraisal process for those attending Birchwood

Private/Voluntary Providers – for those not attending Birchwood

- Establish a respite bureau and a personalised budget
- Investigate the In Control model of Self Directed Care to provide a flexible and equitable resource allocation system
- Maximise use of Independent Living Fund for those eligible (16 people who currently attend Birchwood meet the eligibility criteria for ILF but are not receiving it)

LOCAL AREA CO-ORDINATION

RECOMMENDED OPTION

The recommended option is option 3.

OPTION 3 Maintain one post in Highland Perthshire, redevelop Local Area Co-ordinators role in Crieff and create post in Perth area in line with the 21st Century Review. Service managed by one of the local area co-ordinators posts on a part time basis.

WAY FORWARD

Develop local area co-ordination subject to reallocation of resources from the Change Fund and other budgets. This will enable local area co-ordination to be developed in line with national policy and the council's community engagement policy. This will build community capacity and involves people in their own communities.

KEY ACTIONS TO DELIVER THE SAME AS YOU AGENDA IN LOCAL COMMUNITIES

1. Establish 2 further local area co-ordinators posts based locally in Crieff and Perth
2. Develop appropriate resources and reporting lines

The challenge is to develop the Local Area Co-ordination approach in Perth and Kinross at a time of scarce resources for development and change. There is a requirement to invest in this approach if the council is to move from its present traditional model of service delivery to a service that identifies an individual's strengths, and needs and builds individuals and community capacity to address these. This is in line with Changing Lives 21st Century Review of Social Work.

DEVELOPMENT OF DAY OPPORTUNITIES

RECOMMENDED OPTION

The recommended option is a combination of option 2 and 3.

Option 2 – Redesign and Develop Support Services

Develop locally based services and support networks which will deliver outcomes for people which are identified through person centred approaches.

Option 3 – Self Directed Support

Develop a budget for self directed support and direct payments which will deliver outcomes for people which are identified through using person centred approaches

Key actions to deliver this are:

1. Develop services in local communities
2. Redesign service and staff roles in Perth based on service users needs and age appropriate groups
3. Develop self-travel skills
4. Develop value based approach based on Same As You principles
5. Reinvest savings in transport costs in local activities (See 1)
6. Consider use and structures of New Community Schools for community activities and base.
7. Staffing models will need to be modernised to deliver the redesign of services.
8. People living in Strathmore area relocate from Perth Centre to Blairgowrie
9. Residential Care Homes will provide transport to day care
10. People living in residential and housing support get locally based support in and around their home and community; consideration will be given to this being provided by the accommodation provider.
11. Undertake person centred planning with people
12. Create opportunities for carers to meet with key workers prior to a review taking place
13. The life elements (stated under 23.6) will form the agenda for a persons review

INCLUSION IN THE COMMUNITY – EMPLOYMENT

RECOMMENDED OPTION

There is no recommended option. An option appraisal is to be completed following internal review

OPTIONS

OPTION 1 - STATUS QUO

Aim of the Social Inclusion Team

The aim when the team was developed was to ensure that people with a learning disability are socially included within the community.

Key Objectives

- Provide supported employment and education on an individual basis and through projects
- Support to access leisure opportunities via our be-frienders service
- Work closely with the business community around employment opportunities
- Provide disability awareness training

OPTION 2 – DEVELOP A DEDICATED EMPLOYMENT TEAM

- More people with real jobs and real wages with the focus on getting jobs that are 16hr + per week.
- Effective working relationships developed between key agencies and partners that will increase job opportunities for people
- To use the new powers of the Disability Discrimination Act to positively recruit disabled people into posts within the council and partner organisations such as health e.g. North Lanarkshire Council have committed to give 10 people with disabilities jobs in the next year.

OPTION APPRAISALS

This will be done once the working group information is available

PREFERRED OPTION

This will be informed by the Can-able working group report due in May 2007

WAY FORWARD

The option appraisals cannot be completed until the review of Can-able/Social Inclusion Team are completed. The role of the adult resource centre staff will change to develop a localised support service focusing on individual and community capacity building.

KEY ACTIONS PENDING COMPLETION OF THE OPTION APPRAISAL PROCESS

- Develop a shared vision for employability services
- Create more paid employment opportunities
- Develop effective working relationships between key agencies
- The council reviews its HR policies for employment and training for people with learning disabilities and/or autistic spectrum disorder

DEVELOPMENT OF SERVICES FOR INDIVIDUALS WITH COMPLEX NEEDS

RECOMMENDATIONS

Options for services for people with complex needs are included in the recommendations for the other areas e.g. supported living and support services.

WAY FORWARD

Adopt a robust commissioning and care review based on person centred principles to develop and expand to capacity of local services for people with learning disabilities and/or autistic spectrum disorder to understand and respond appropriately to challenging behaviour. This could include a range of small scale housing, work education and other day activities placements into which markedly different levels of staff support could be provided on the basis of individual need at a particular time.

TRANSITIONS

RECOMMENDATIONS

WAY FORWARD – YOUNG PEOPLE

1. It is proposed that the assessment for each person leaving school is completed a year prior to their leaving date and any funding or resource requirements should be submitted for consideration at this stage. Families should be informed 9 months before the school leaving date of the outcome of the assessment and outcome of the request for resources.

2. The field work team several years ago began planning their workloads on a locality basis however this was not maintained and workers currently work throughout the region. It is proposed that in line with developing a localised person centred focus the field work team should realign themselves to local areas and secondary schools for example.

There are 13 young people in the Strathearn (Crieff) area that will need to be assessed for adult care services. This reconfirms the need for a local service in Crieff.

3. Local area co-ordinators will support the transition planning process and actions

WAY FORWARD - PEOPLE LIVING WITH FAMILY CARERS

1. Person centred plans must be completed for people living with family carers by the time the cared for person is aged 30 or when requested by the individual or their family.

ASSESSMENT CARE MANAGEMENT AND PLANNING

RECOMMENDATIONS

WAY FORWARD

1. Assessments and Reviews must become more focused and structured and should follow person centred principles e.g. where does the person want the review? Who do they want to invite? The following life elements should be included on each person's review agenda:
 - Planning for life
 - Money – Income and managing money
 - Speaking up and citizenship
 - A place to live
 - Support in daily living
 - Leisure and social activities
 - Friendships and relationships
 - Learning
 - Job opportunities
 - Keeping safe
 - Good health
 - Family support
2. Person centred planning needs to be done with people using services to prepare for life changes. Some family carers would like an opportunity to speak to staff independently of their family member.
3. Information from the reviews and assessment should be fed into the planning process for action. One method pioneered in other local authorities is 'Shaping the Future Together' which is a way of moving issues and information from individual reviews to be incorporated into the strategic planning processes.
4. The In Control Model of Self Directed Support has been launched in Scotland at a recent conference and is currently being investigated as a possible model for Perth and Kinross Council
5. Incorporate findings from the SWIA inspection
6. Improve management information from SWIFT
7. A financial assessment officer should be seconded to the learning disabilities fieldwork team to improve co-ordination and to maximise income for individuals and the service.
8. Change the financial procedures to ensure that there is information available on the costs of service received by each person.
9. Assessment Care Management and planning must ensure that services are focused on the right outcomes backed by a culture of performance improvement (21st Century Review of Social Work)

25 KEY THEMES

What matters is what matters to people with a learning disability and/or autistic spectrum disorder.

The key themes of the review can be summarised as follows:

Effective Strategic Planning/Implementing the *Same As You*

- More effective forward planning based on information from individual plans
- There needs to be major improvement in the way management information is held to ensure better monitoring, planning, awareness of spending patterns and service delivery
- Budgets should be personalised not centralised in order to focus on the individual and achieve effective use of monies
- Services will be focused on delivering the right outcomes for people backed by a culture of continuous improvement and development.
- A robust commissioning policy based on person centred principles needs to be developed.

Person Centred Planning

- A total commitment to person centred planning as a foundation for the new holistic approach
- All service users in preparation for life transitions will have agreed person centred plans which are reviewed annually
- Service will become personal, local and flexible and fit the person

Development of Supported Living

- An urgent priority is the provision of housing and support for people living in residential care homes and with families, when appropriate to rebalance service provision in line with the "*Same As You*".

Development of Localised Services

- A move away from building based services to more individualised, flexible and community based services
- Service delivery to be through redesigned service working with service users, other council services, community planning partners, the voluntary sector, carers and local communities

Workforce Development

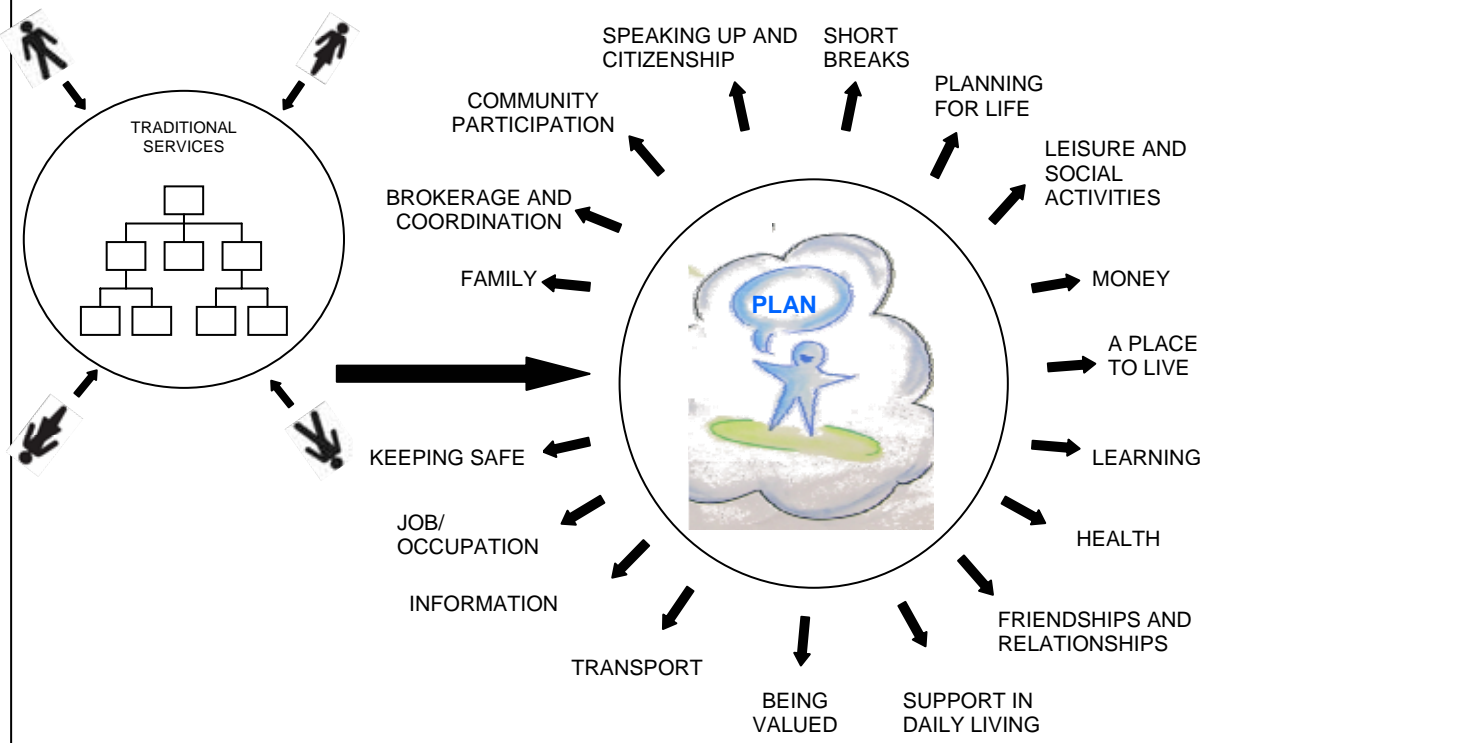
- Training for staff will focus on building individual, carer and community capacity
- Staffing models will change from traditional to a proactive and flexible approach
- Training for staff will be required in the engagement of service users in the planning of services in line with the council community engagement strategy

In order to achieve the above it is important to identify essential characteristics which should become standard features of redesigned services.

The following provide a set of criteria against which to benchmark service for every individual with a learning disability and/or autistic spectrum disorder.

- Be informed by each individual's person centred plan, constructed with the fullest possible participation of the person concerned, their carer(s), and the people who are important figures in their life.
- Be individualised - designed and funded around each person's needs, wishes and aspirations and not be dependent on other people getting the same or a similar service in order for it to happen.
- Take every reasonable step to ensure the person with a learning disability is kept healthy and safe.
- Afford people reasonable choice over how their time is spent, where it is spent and with whom.
- Be universal and include people with high levels of needs.
- Be available at times people with learning disabilities and their carers need services and be flexible enough to vary according to changing needs and circumstances.
- Function on the basis that most people with learning disabilities want to enjoy life experiences that most of the population take for granted, but will often need the right level of support to do so.
- Ensure people are supported by teams of staff who know the individual and their needs very well and are fully familiar with the contents of that person's plan.
- Seek to connect people with their local communities and assist them to use the range of community services and facilities.
- Be able to measure success in terms of defined quality of life outcomes.

MAKING SERVICES: PERSONAL LOCAL FLEXIBLE



PERSON FITS THE SERVICE

SERVICE FITS THE PERSON

27 WHAT HAPPENS NEXT?

Once agreed all the recommendations and key actions will be included in an implementation plan which will detail actions, outcomes, resource requirements, timescales and the responsible officer.

We will continue to consult with service users and carers to ensure that they are central to the development of the Best Value Review implementation. Service users and carers representatives must be part of the planning process at a strategic level and sit at the table alongside planners of services to ensure that their voices and views are taken seriously.