Modernisation Plan

For

Learning Disability

Day Services

in Kent
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Appendix 1 - Modernisation Plan for Kent
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We will need to keep updating this plan. Your views and ideas are important. You can let us have your ideas.

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1. WHAT DO WE MEAN BY MODERNISING DAY SERVICES?

'The modernisation of day services is one of the most important pieces of work facing Partnership boards. When consulting people with learning disabilities during the development of Valuing People, there was a clear and consistent message that current day services were not what people want. The changes needed are much more than a move from large day centres to small ones. People want lifestyle opportunities that are based on them being real and full members of communities, with the opportunity to have jobs, go to college, meet friends, relax and enjoy themselves. At the same time, the genuine need of families to have support to get on with their own lives must be recognised'.

Rob Greig – Valuing People Director of Implementation

Modernising day services does not mean implementing a new service prescribed by Valuing People. It means listening to people with learning disabilities about how they would like to spend their days and working to make this a reality.
2. BACKGROUND

The national strategy, Valuing People requires the Kent Learning Disability Partnership Board to provide a five-year programme for modernising day services for people with learning disabilities. It is to be implemented by 2006.

In 1998, a major review of day services was carried out in Kent in conjunction with Mencap involving users, carers, staff and other agencies.

The needs of users and carers highlighted included:-

- the needs for reward, structure, respect and recognition through engaging in work which is interesting and challenging and recognised by others as having value to the community;
- the need to extend and develop through continuing opportunities for learning;
- interesting and varied opportunities for leisure and recreation;
- opportunities for friendship and a sense of belonging;
- opportunities to exercise responsibility and take control and be able to make choices;
- a five day a week reliable service.

The main themes emerging from the staff/inter-agency groups focused on:-

- need for closer contact/consultation with users/carers/parent groups;
• redeveloping existing centres on a resource centre model and relocate employment projects off site into more community/individual settings;
• more individual life planning;
• develop joint training opportunities to teach staff new skills and help the change process;
• support outreach/community based alternatives and access mainstream services;
• better co-ordination between providers; greater partnership working including sharing budgets ie with Health service for special care;

In March 1999 a Day Services Strategy was approved by Members, outlined a more cohesive approach to the future development of day services across in-house provision. The central strategic objectives were:-

• more control for users;
• person-centred individual planning;
• reliable support networks;
• greater diversity, integration and community presence;
• evolution and progressive change;
• genuine ownership by parent and carers, users and staff;
• creative partnerships;
• improvement in the quality of services particularly for people with profound disabilities

It was acknowledged a strategic approach would need to be taken for implementing this major development programme and would require project management to implement the strategy on a phased basis over a four year period (1999 - 2003).
Subsequently, Member approval was given to an initial phase of capital investment in relation to several specific centres, known as the 'Pathfinder Projects'. These projects have resulted in two new purpose built buildings based on a resource centre model, one located in North West Kent and the other on the Isle of Sheppey, as well as the redevelopment of the service in Maidstone. Considerable investment has gone into improving facilities in a number of the existing day opportunities services to enable a more inclusive approach for those with profound disabilities.

A further major project to redevelop services is currently in the process of transition within the Tunbridge Wells district entailing the establishment of a series of local satellite units and a joint facility with Health. This project also includes opportunities to develop social firms.

3. WHAT SERVICES DO WE HAVE NOW?

The main provider of day opportunities in Kent is in-house with the Adult Services Provider Unit (ASPU). They are commissioned to provide up to 1010 day centre places for people with learning disability from 15 main day opportunity centres and a number of smaller localised satellite units around the county. The gross budget available in 2002/03 for providing these services was £6.8m.

During the early part of 2003 a review of the progress of the modernisation programme was carried out using the 'Day Services Modernisation Tool Kit' produced by the National Development
Team (NDT). In all, 15 review meetings were held with staff involving more than 160 people. The findings showed that progress had been made in developing in-house day services in line with the vision. However, it would be acknowledged that whilst considerable strides have been made in pockets of the County, this progress has been at a slower pace as the modernisation programme as originally envisaged was not achievable within the time scale and resources available. Nonetheless, it has provided a foundation on which to move the modernisation agenda as outlined in ‘Valuing People’ forward.

In addition, the Social Economy and Supported Employment Unit (SESEU) was established in April 2001 (and resources have been transferred from the Adult Services Provider Unit) to focus on the further development of employment opportunities for vulnerable adults which includes people with learning disabilities.

4. WHAT CHALLENGES DO WE HAVE TO FACE?

- Day services planning should be led in future by the aspirations and needs identified through person centred approaches and planning that will lead to more creative outcomes. Although the framework for implementing person centred planning has been approved there has been a delay in cascading the training out to service users/parents and staff.

- As we proceed it will involve releasing and refocusing resources into new opportunities for people with a learning disability, with a strong emphasis on individual needs, flexibility and the active involvement of service users. This is
proving to be a challenge for managers coping with the transition period whilst maintaining existing services to avoid disruption to service users and their carers.

- The **funding** underpinning day opportunities needs to be sustainable and move beyond the pooling of Health and Social Services funding by actively seeking to draw in wider funding opportunities. To date there have been successful yet limited external bids for funding to boost supported employment and advocacy projects, but there has been limited success in relation to supporting developmental, leisure and arts activities in the community.

- **Employment** - the modernisation programme has encouraged objectivity in separating meaningful and valued activities from the development of work-based projects that might lead to the creation of social firms. The challenge will be to ensure continued inclusion of valued activities within day service provision and guarantee social firm development is embraced within a **safe and robust** environment that provides **fair pay for a fair day's work**, safeguarding individual's against benefit loss. There has to be a continuum that ensures all employment opportunities and services are an integral part of the modernisation programme enabling individuals to build up a portfolio of activities.

- Positive engagement is key with people with learning disabilities, their families, friends, advocates and circles of support is taking time. We need to build up their trust and confidence, in addition to their skills and understanding to enable them to contribute fully in the **planning and commissioning of services**.
Day services have traditionally offered a **respite to family carers**. Planning for modernised day opportunities should take place with an awareness of the respite needs of family carers and in partnership with the full range of respite services/opportunities by taking a person centred approach.

**Day Services staffing** is made up of day centre officers and care assistants whose job descriptions have an emphasis on running groups and being centre based within the traditional office hours Monday - Friday. This needs to be reviewed to reflect staff working flexibly across the normal range of times that community members participate in activities, and where necessary, have specialist skills to ensure effective support for and the full inclusion of people with health care or behavioural needs. This also needs to be viewed within the context of the Directorate's Staff Care Package.

**Buildings** - With the modernisation agenda, the new opportunities are about being focused on participation in ordinary community life and activities, the buildings that people use no longer being large segregated day centres but the workplaces, colleges, sports and leisure centres shared with other community members. Further attention needs to be given to ensure that these community facilities are accessible to people with more complex physical and sensory impairments and those with health care needs, whether at the design stage for new premises or the refurbishment of existing buildings.

Through the district partnership groups, and **community capacity building** workshops held in each district, work has started in partnership to encourage and support the providers
of community facilities to become more welcoming and accessible. Dedicated resources/champions need to be identified to promote this work and consideration needs to be given to creating the post of a community partner to fulfil this role.

5. HOW DO WE TAKE THE CHANGES FORWARD?

A modernisation plan is attached as appendix 1, showing the wide range of dimensions that will need to be addressed to move this agenda forward.

6. CONCLUSION AND SUMMARY

It is acknowledged it is a multi-dimensional and complex task that will need to have strong leadership and a champion to take forward this work. The Day Services Modernisation Programme Project Manager will play a key role in taking a strategic approach to drive the modernisation agenda and ensure that the deadline set for 2006 is met.

It will be important that all managers have a sense of optimism, a clear vision and can give encouragement to staff, users and
parent/carers. They will need to be risk takers and show their passion and commitment about the changes.

This whole process of modernisation will involve a lot of hard work and commitment to stay focussed on positive gains for individuals identified through person centred planning, in addition to using resources productively.

Appendix 2

**WHAT IT MEANS ? (Glossary) Words and Initials**

**Adult Services Provider (ASPU)**

The in-house provider of respite, day and supported living services to support people with learning disability.

**An Audit or a Tool Kit**

is a way of helping people think about and plan the future and how to make changes.

**Advocacy groups**

Help people to speak up about issues that concern them, especially if those people have difficulties communicating themselves.
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<thead>
<tr>
<th><strong>Audit</strong></th>
<th>A check on the quality and standards of a service.</th>
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<tbody>
<tr>
<td><strong>Commissioning</strong></td>
<td>Identifying need; planning, and purchasing services, which respond to the needs of local people monitoring.</td>
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<tr>
<td><strong>Connexions</strong></td>
<td>Helps young people aged up to 25 with learning difficulties to plan for leaving school/college and find job or training opportunities.</td>
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<td><strong>Consultation</strong></td>
<td>Finding out and listening to service user and carers’ views about a service.</td>
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<tr>
<td><strong>Day Opportunities</strong></td>
<td>The services / supports that people use during the day.</td>
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<tr>
<td><strong>Direct Payments</strong></td>
<td>This is to pay for care directly themselves, so they have greater choice about who their carers are, and how their care is organised.</td>
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<tr>
<td><strong>District Partnership Groups</strong></td>
<td>Local groups made up of users, carers, social services, health, education, housing, Connexions, employment services etc responsible for planning And purchasing services in their district.</td>
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<tr>
<td><strong>Eligibility Criteria</strong></td>
<td>The level of need which a person needs to meet in order to receive a service.</td>
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<td><strong>ESF European Social Fund</strong></td>
<td>This is a grant given by Europe to organisations for developing services.</td>
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<td><strong>Integrated teams</strong></td>
<td>These teams are made up of social care staff teams and health care staff.</td>
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<td><strong>JIP</strong></td>
<td>Joint Investment Plan sets out the aims for the future.</td>
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<td><strong>Job Centre Plus</strong></td>
<td>Helps people to find and prepare for jobs, courses which would lead to employment, and work experience.</td>
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<tr>
<td><strong>LDAF</strong></td>
<td>Learning Disability Awards Framework – the training Scheme for staff.</td>
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<td><strong>Learning Skills Council</strong></td>
<td>This organisation funds college and training Courses.</td>
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<td><strong>Modernisation</strong></td>
<td>Is about changing services.</td>
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<td><strong>Monitoring services</strong></td>
<td>This is when services are checked to make sure they are of a good standard.</td>
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<td><strong>Person Centred Planning</strong></td>
<td>Making sure the person is the centre of (PCP) planning.</td>
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<td><strong>Primary Care Trust (PCT)</strong></td>
<td>The local organisation, which has the money for health services.</td>
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<td><strong>Providers</strong></td>
<td>The organizations which provide residential, supported living, day, and respite care services. They may be run by Social Services, Health Trust, independent and voluntary organizations.</td>
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<tr>
<td><strong>Risk assessments</strong></td>
<td>A list of risks applicable to individual service users, which is made so that the right care and support can be put in place.</td>
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<tr>
<td><strong>SESEU</strong></td>
<td>Social Economy and Supported Employment</td>
</tr>
<tr>
<td><strong>Specification</strong></td>
<td>A list which says what the service should be providing.</td>
</tr>
<tr>
<td><strong>SSD</strong></td>
<td>Social Services Department.</td>
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<tr>
<td><strong>Transitions</strong></td>
<td>Young people whose support moves from a children's Social Services team to an adults Social Service team.</td>
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<td><strong>Unit Costs</strong></td>
<td>The cost of the service per person per day.</td>
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<td><strong>Valuing People</strong></td>
<td>The government's plan to improve services for people with learning disabilities</td>
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<td><strong>Valuing People Team</strong></td>
<td>The group of people who are helping to implement Valuing People.</td>
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<td><strong>Workforce Development</strong></td>
<td>Helps us recruit and keep staff and make sure they have good training</td>
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<td><strong>Plan</strong></td>
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