

Report To: Inverclyde Integration Joint Board **Date:** 30 January 2018

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Subject: REDESIGN OF SERVICES FOR ADULTS WITH A LEARNING
DISABILITY (THE LD REDESIGN) – UPDATE JANUARY 2018

1.0 PURPOSE

- 1.1 The purpose of this report is to advise IJB members of the progress to date in implementing the redesign of services for adults with learning disabilities in Inverclyde (the LD redesign) and intended actions to continue to move this forward.
- 1.2 The report is further to the presentation given to IJB members at the Development Session on 20th November 2017 when the redesign was described in some detail, and to the papers previously submitted to the IJB to gain agreement to proceed with the redesign (August 2017).

2.0 SUMMARY

- 2.1 The Strategic Review of Services for Adults with Learning Disabilities in Inverclyde was signed off by the IJB in December 2016. The strategic review has been summarised and is being published for wide circulation. The review has been used as the foundation of the redesign of services and illustrates the case for change.
- 2.2 The plan to implement a major redesign of services for adults with learning disabilities was approved by the IJB in August 2017 and work has been undertaken to drive that forward since then. The headline aspects of the redesign are summarised as:
- The creation of a new model of day opportunities services for adults with LD.
 - The merging of two LD day centres into one on the Fitzgerald Centre site.
 - The longer term creation of a new community hub to accommodate day opportunities resources for people with LD and older people in the next 5 years.
 - A significant review of all LD packages of care to ensure that packages are meeting need and outcomes, and are sustainable financially.
- 2.3 Progress to date is summarised as follows:
- Interim management structure and Programme Team fully in place
 - Redesign Programme Initiation Document (PID) signed off
 - Engagement with staff, providers, service users, carer and the public started
 - Revised service model first draft concluded
 - Estates rationalisation planned and started
 - Care packages reviews planned and started

3.0 RECOMMENDATIONS

- 3.1 That IJB members note the progress to date in respect of the LD redesign
- 3.2 That IJB members endorse the intended actions to fully implement the LD redesign – most notably the closure of the McPherson Centre in Summer 2018.
- 3.3 That IJB members approve the allocation of budget to the LD redesign to take forward short term implementation actions.

FULL REPORT

4. PROGRESS TO DATE AND NEXT STEPS AT THIS STAGE

4.1 In the following sections of this report progress to date and intended future actions are summarised for the endorsement of IJB members.

5.0 Redesign Programme Team and Interim Management Structure

5.1 The Redesign Team of Programme Sponsor, Programme Lead and Programme Co-ordinator (temporary post for two years) is fully in place, alongside additional Review Social Worker capacity. The interim management structure comprising Integrated Operations Co-ordinator (temporary for two years) to support the Service Manager is fully in place.

6.0 Programme Governance

6.1 The Redesign Programme Initiation Document (PID) was signed off by the Redesign Programme Board on 20th December 2017. A risk log is in place and routine reporting on actions to deliver the redesign is set up. The Programme Board meets 4 weekly and a schedule of future meetings is established. There are sub groups for each aspect of the redesign, each with a named lead.

7.0 Service Model

7.1 Crucial to the delivery of the redesign of services for adults with LD is a new service model for the day opportunities and supported living arm of the service. Work has begun on this, informed by the vision for service set out in the Strategic Review. It is intended that a fuller version of the draft model (which will act as a service specification) will be presented to the LD Redesign Programme Board on 19th January. It will then be consulted on widely amongst service users, carers, staff and providers to ensure that the final version has been co-produced.

7.2 To illustrate the components of the revised service model, some key principles and considerations in the development include:

- Each service user will develop outcome focussed planning with staff to determine how outcomes will be met – this will mean day opportunities are individually tailored to that individual.
- People will drop in and out of the ‘day centre’ as and when activities they wish to participate in are scheduled. This will reduce the institutional nature of the 9 – 4 day centre model of old.
- Capacity will be built amongst service users to access community resources and mainstream activity in their local area – building on the community development work started by TAG. This will include using Community Centres in local areas in addition to the Day Opportunities Hub proposed in the service review.
- Employment will become a real option and a priority area.
- Independent Travel training skills will be a priority to maximise people’s accessibility to their community and families.
- Friendship and relationship opportunities for people outwith formal support arrangements will be nurtured.

7.3 There will be a number of service users who have a deep rooted attachment to a building base for their daytime activity, and who have always been used to coming to their particular day centre. It is recognised that there are service users attending who are at different stages i.e. historical attendance that would be unethical and detrimental to the service user if there is change. The principle of person-centred and outcomes-focussed planning will ensure that those service users who would not

benefit from a change in service delivery will have the status quo maintained.

- 7.4 Some changes to the service model have already commenced. The Supported Living Service team, formerly based at the Lynedoch Street flats, has been dispersed. Staff that made up this team have either exited the service or moved to the Community Learning Disabilities Assessment and Care Team to ensure their skills and experience are put to best use in the wider service staff group.

8.0 Partnership with service users, carers and the public

- 8.1 Partnership with service users, their carers and the general public is crucial to the successful delivery of a service change of this extent. Excellent work was started during the Strategic Review process and this is being built on. Several engagement processes are underway and all previously gathered feedback from service users, carers and the public has been revisited. A service user led group – “*The Way Forward Group*” - has been established by users of our current LD day centres; engagement sessions for carers have been held to introduce the redesign and gather preferred communication/ engagement instructions; drop in sessions have been held and more are planned for the general public. The HSCP is working in partnership with TAG West Coast and Your Voice to deliver the partnership with service users, carers and the public strand of the redesign.
- 8.2 It is proposed that in 2018/19 investment will be secured from the LD service used to fund this strand of the redesign, based on detailed plans drawn up in partnership between the HSCP, TAG and Your Voice. It is recognised that investment in communication and engagement will be crucial to the successful delivery of the redesign, and recommended that this is funded as a sensible investment.

9.0 Partnership with our workforce and providers

- 9.1 Our workforce and providers, who complement this, are also crucial partners in the redesign. Engagement sessions with staff and providers have commenced with more planned. An LD Providers Forum has been set up and a regular joint meeting with Trades Union reps is in place.
- 9.2 It is recognised that as the numbers of traditional day opportunity service user’s contracts there will be a resultant reduction in staff hours needed to support this traditional model. A proposal to reduce the LD day opportunities staffing resource by 8.5fte (£322,500) is linked to the redesign and has been put forward as an efficiency during the recent savings exercise. The need for potential contingency hours for crisis support or support requested by other HSCP adult services has been factored in.
- 9.3 Negotiation with providers is continuing with regard to support and resources required to develop alternative Day Opportunities for the group of service users at the heart of the redesign. It is anticipated that short term investment to facilitate change will deliver efficiencies in the longer term.

10.0 Estates

- 10.1 The redesign of services for adults with an LD is not about buildings, it is about delivering excellent support to people to achieve their personal outcomes. There are building implications, however, and these are addressed via the LD Estates work stream. There are three strands to the estates work stream and each strand is considered in the following sections of this report:
- Rationalising the current estate
 - Short term redevelopment of the Fitzgerald Centre
 - Long term provision of an integrated community daytime hub

10.1.1 Rationalising the current estate

The Strategic Review determined that properties currently used by the LD service at

Lynedoch Street, Hope Street and Golf Road are anticipated to be surplus to the LD services requirements as a result of the implementation of the redesign. Lynedoch Street and Hope Street properties are leased from Registered Social Landlords (RSL) and Golf Road is owned by the HSCP. The intention is to release Lynedoch Street and Hope Street back to the relevant RSLs, and to scope the potential to sell the Golf Road property. Action plans are in place for the disposal of Lynedoch Street and Hope Street (each with a working group in place to oversee this), and a business case is being developed to propose the sale of the Golf Road property. The planned deadline for the disposal of these elements of the current estate is Spring 2018.

10.2 Short term redevelopment of the Fitzgerald Centre, and closure of the McPherson Centre

10.2.1 The Redesign plans that the McPherson Centre, on Tower Drive in Gourock, will close with services being combined, in the short term, on the Fitzgerald Centre site effective from September 2018.

10.2.2 Over the course of each week around 30 service users currently access the McPherson Centre, with around 40 service users currently accessing the Fitzgerald Centre. A group of 8 older service users, some with dementia, have a zone within Fitzgerald Centre to ensure a quieter and dedicated space for the service users. Not all of the 70 or so service users included in the numbers above attends the centres on any one day. Work has already been underway for some time to look at alternative and more appropriate day and social opportunities for some of this cohort of service users, and indeed changes have been implemented where appropriate resulting in a stepped reducing in numbers over a period of time.

10.2.3 A desk top options appraisal has been undertaken to compare the McPherson Centre and the Fitzgerald Centre. Evidence has directed the service towards the decision that the Fitzgerald Centre is more appropriate to retain in the short term and that the McPherson Centre should be closed and disposed of. Rationale for this is summarised as follows:

- *Asset Condition* - The overall condition of Fitzgerald (68.8% - Satisfactory) is slightly better than McPherson (64.2% - satisfactory)
- *Asset/Site Value* - the site at McPherson is likely (subject to District Valuer assessment) to be more valuable than Fitzgerald due to location
- *Running Costs* – costs are largely the same of the two buildings
- *Transport Costs & Infrastructure* – the Fitzgerald Centre site has better transport links and suits mini-buses better than the McPherson Centre.

10.2.4 In order for the Fitzgerald Centre site to accommodate a combined service in the short term some remedial décor upgrading is required, some equipment storage space requires to be developed, and the completion of planned toilet/ personal care facilities work is essential. Building warrants are already in place for the latter of these developments and are not required for the former. Costs previously worked up have been revisited and it is estimated the work will cost in the region £70,000. Timescales have been scoped and it is estimated the works to the Fitzgerald Centre will take 3 months to complete, with an anticipated start date, pending approval, of April 2018.

10.3.1 Following completion of the above described works at the Fitzgerald Centre it would be ready to run as our new interim combined day opportunities base from September 2018, with the McPherson Centre closing and being available for decommissioning at that time. Some McPherson Centre service users already attend the Fitzgerald Centre for some of their time, and plans are in place to scope the potential for others to move on a phased basis. Some staff cover both centres and it is intended to increase this to facilitate the service change ready for full implementation in September 2018.

10.4 Long term provision of an integrated community daytime hub

10.4.1 The longer term aspiration of the service is that there will be a centrally located

daytime activity hub for people with learning disabilities and older people. This hub is intended to be housed in a community building, which can be used by the wider community alongside our service users. The ethos will be of inclusion, whereby people with additional needs and the wider community can come together in a modern, open and inclusive environment. The relevant zoning and safeguarding would be built into any design as a matter of course.

10.4.2 Work has begun with architects to scope a scheme of accommodation for such a hub, and outline plans based on a potentially available town centre site currently owned by the Council have been developed. The plans have not been costed in detail at this stage.

10.4.3 For planning purposes a date of occupation of March 2020 has been set. Key aspects of the proposed new integrated day time hub include:

- accessible location with facilities and space to co-locate older people's day care with day opportunities base for people with learning disabilities.
- will have capacity for 50 + service users.
- A building that will be accessed by the community and can be used as a drop in base for any service users or members of the community that require appropriate changing, personal care and feeding facilities.
- The building should have a Café style facility that offers a service all day and is run as either a social enterprise by service users or is tendered for a provider to offer employment training for all groups of people who require a supported employment service.
- The building will offer a therapeutic, learning and development model to meet personal health and social outcomes for a number of people with physical and learning disabilities.
- The building will have flexible space and zoning to allow peer activities, therapies, quiet spaces and an attractive large area that can be used by community groups, evening adult education;
- The Hub will be used flexibly based on the final service model requirements.

11.0 Care Package Reviews

11.1 Care packages are being reviewed for everyone who has a service from the HSCP learning disabilities service. This is to ensure that care plans are created in partnership with the individual and his/her carer alongside their social worker or support staff, and are focussed on achieving personal outcomes. It is also essential to review all care plans to ensure that support provided or purchased is affordable in the short, medium and long term. Where desired by the individual more use will be made of Self Directed Support options to ensure people have choice and control. This will include promoting direct payments, people directing their own support or people pulling their personal budgets to maintain friendships, and maximise and sustain the support they are receiving. An efficiency of £175,000 is proposed linked to the review of care packages.

12.0 IMPLICATIONS

FINANCE

12.1 **Financial Implications:**
One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
02539-000-61088	LD	2018/19	£33,000		Users/ Carers/ Public - TAG
02539-000-61088	LD	2018/19	£25,000		Users/ Carers/ Public - Your Voice

02539-000-61088	LD	2018/19	£70,000		Estates - Fitzgerald Centre refurbishment
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Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (If Applicable)	Other Comments
	LD	2019/ 20	£500,000		Net savings from redesign (total - per proposal)

LEGAL

12.2 There are no legal issues within this report.

HUMAN RESOURCES

12.3 Human Resource implications of the redesign are being worked jointly between the service and staff side representatives.

EQUALITIES

12.4 Has an Equality Impact Assessment been carried out?

	YES
√	NO – An Equality Impact Assessment will be undertaken with service users, carers and other stakeholders during the formal consultation on the detail of proposed changes in February and March 2018.

13.0 NATIONAL WELLBEING OUTCOMES

How does this report support delivery of the National Wellbeing Outcomes

There are no National Wellbeing Outcomes implications within this report.

National Wellbeing Outcome	Implications
People are able to look after and improve their own health and wellbeing and live in good health for longer.	None
People, including those with disabilities or long term conditions or who are frail are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community	None
People who use health and social care services have positive experiences of those services, and have their dignity respected.	None
Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.	None
Health and social care services contribute to reducing health inequalities.	None
People who provide unpaid care are supported to look after their own health and wellbeing, including reducing any negative impact of their caring role on their own health and wellbeing.	None
People using health and social care services are safe from harm.	None

People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.	None
Resources are used effectively in the provision of health and social care services.	None

14.0 CONSULTATION

14.1 A full programme of ongoing engagement and consultation with service users, carers, the public, staff and providers is in place and has commenced.

15.0 LIST OF BACKGROUND PAPERS

15.1 HSCP Adult Learning Disabilities Strategic Review 2016 - 2019

15.2 IJB development session presentation – LD Redesign (20.11.17)

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