

ORGANISATIONAL CHANGE OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Monday, 28 th January 2019
Report Subject	Alternative Delivery Model Update (Social Care - Learning Disability Day Care and Work Opportunities)
Cabinet Member	Cabinet Member for Social Services
Report Author	Chief Officer (Social Services)
Type of Report	Operational

EXECUTIVE SUMMARY

This report provides an update on the Alternative Delivery Model (ADM) for Learning Disability Day Care and Work Opportunities. This follows the report received by the Committee in January 2018.

The project aims to modernise and transform day and work services for people with learning disabilities and is part of the wider ADM Programme, which has delivered similar projects for leisure and library services, and facilities management.

Following a light touch procurement process, involving a range of stakeholders including people supported in services, Cabinet agreed to award the contract to Hft, a national charity and specialist Learning Disability service provider. A contract was signed and sealed on 30th November 2017, appointing Hft to run the service from 1st February 2018 for an initial 5 years. Existing Flintshire County Council staff, fifty eight individuals, transferred to Hft under the regulations of TUPE on the service start date.

Hft have been managing and delivering the service for eleven months. This report provides an update on the progress of this partnership, including an update on the construction of a new Day Centre in Queensferry that will help to transform and modernise services for people in Flintshire.

RECOMMENDATIONS

1	That the Committee notes the progress made through the service partnership with Hft following successful transition in February 2018.
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REPORT DETAILS

1.00	EXPLAINING THE PROGRESS TO DATE FOR SOCIAL SERVICES LEARNING DISABILITY ALTERNATIVE DELIVERY MODEL PARTNERSHIP WITH HFT.
1.01	<p>The Learning Disability Day Opportunities service provides meaningful daytime activities, in day centre and work environments, for more than 250 people with learning disabilities. This important and valued service also delivers respite for people that use services, and for their families and carers. The service supports people to learn new skills, develop independence and to make social connections and friendships.</p> <p>This ADM project has facilitated the development of a commissioned service to help build a sustainable model fit for the future thus protecting services and jobs. The appointed provider, Hft, have a proven track record of service delivery and are injecting new skills, expertise and experience into the service and driving a positive culture change. In addition, new fund raising initiatives and cost efficiency opportunities are being opened up. The contract incorporates a requirement for the provider to deliver Community Benefits as set out in the tender.</p> <p>This ADM project and commissioned service is further supported by the construction of a new community facility, named 'Hwb Cyfle' (Opportunity Hub), to replace the existing day service centre at Glanrafon, Queensferry. Hwb Cyfle is due to open in June 2019 and will provide a modern, efficient and accessible building to optimise service delivery and skills development. The building will also increase community integration and engagement, and can drive additional income streams.</p>
1.02	<p>Hft are a national charity organisation, established in 1962, with social aims at the heart of their company strategy. The organisation supports over 2,800 individuals with learning disabilities across England and Wales. They work in partnership with the people they support, their families and carers and health professionals to develop effective services that help people live the life they choose.</p> <p>Hft use Person-Centred Active Support aligned to their Fusion Model to engage people with learning disabilities in meaningful activities and relationships. Supporting people with essential life skills including communication, decision making, personal care, health and wellbeing home and tenancy, accessing the community, employment, college and day services, making and maintaining friendships, cultural aspects of life, managing money and paperwork.</p> <p>Hft have used their significant experience to make a positive difference to the quality of service delivery in Flintshire over the last 10 months. This has been supplemented with expertise and support from other Hft service teams, particularly from the team in Bradford, West Yorkshire.</p> <p>As a national charitable organisation Hft have been able to bring in additional fundraising income, through a number of events, activities and partnerships.</p>

1.03	<p>Governance and contract monitoring is managed through the Partnership Board, which meets on a quarterly basis. The Board reviews service delivery progress against the Service Specification, monitors financial performance against service budget and manages key risks. The Board also considers any service development proposals and business plans.</p> <p>The Partnership Board is independently chaired by Flintshire Local Voluntary Council (FLVC), and is attended by Trade Union partners. The board includes representation from the Council, including Cabinet Member, Chief Officer, Service Leads, Commissioning, HR and Finance partners, plus Senior Directors, Managers, Finance and HR partners from Hft.</p> <p>The Board receives reports from operational and finance sub-groups which support partnership working, develop initiatives and manage operational issues outside of the board arrangements. Hft are working with the Council in a spirit of openness and transparency using open-book accounting and full disclosure.</p> <p>The Partnership Board will undertake an annual review of the service contract at the end of the financial year in March 2019, and annually thereafter. This review will assess:</p> <ul style="list-style-type: none"> • performance of the Services against the performance indicators and outcomes defined in the Service Specification, including community benefits; • plans to address any areas for service improvement; • a review of the financial position and plans for further efficiency or new developments as appropriate; • feedback from staff, service users, family members and carers and any other applicable stakeholders, ensuring continued engagement and co-production; • plans to respond to any changes in policy or Law applicable to the Services. <p>Safeguarding of individuals in the service is closely monitored through regular contact with the service by social workers and reviewing offices and regular reporting of incidents through the operational subgroup and partnership board.</p> <p>There is a proposal following the first 12 months of the contract that the partnership board moves to a business as usual process which will not require an independent Chair. As such Ann Woods from FLVC will step down, following full involvement in the procurement process, contract transition and first year of running. The Chair role will then alternate between the Council and Hft.</p>
1.04	<p><u>New Adult Day Centre</u></p> <p>The new Adult Day Centre to be named Hwb Cyfle is taking shape. There is a fully built structure in place and work has now started on the internal layout. This new £4 million Day and Work Opportunities Centre represents a significant capital investment by the Council and is a much needed modern and purpose built replacement for the existing Glanrafon Day</p>

	<p>Centre. It will also provide an opportunity and activity hub for the wider service and community across the county.</p> <p>Hwb Cyfle is a single-storey modern design with bespoke facilities including vibrant and functional activity spaces, workshop space, a café, sensory room, accessible changing facilities and a sensory garden. The building work will complete in mid-June 2019, and preparations are in place to carefully plan the move from Glanrafon. The staff and people supported are very excited about this. The construction partner Kier have been very supportive to Hft, sponsoring the Christmas fair, arranging for 26 Coleg Cambria apprentices to undertake weekly maintenance and repair tasks at Glanrafon, and providing tradesmen to teach construction related skills to people supported in the service.</p>
1.05	<p><u>Service Model Development</u></p> <p>Following the service transfer, Hft prioritised continuity of service and for safeguarding people supported. In alignment with their Fusion Model of support, Hft have continually reviewed the service delivery model across the whole service. Service development and continuous improvement are at the heart of future plans for Hft. They aim to continuously improve services for people supported to meet outcomes. They also strive to provide an enjoyable and rewarding work environment for staff, and to develop partnerships with service delivery partners and the wider community.</p> <p>A general review of traditional service model at Glanrafon day centre has led to some key changes in how people are supported, with a more agile and active daily schedule in which people move to different rooms to participate in engaging activities. Changes to lunchtime provision have facilitated this activity driven approach and have greatly improved social interaction, helping to develop friendships among people supported. These changes have been very popular with the people supported as they have more choice and flexibility on how they choose to spend their day.</p> <p>As anticipated, Flintshire is benefitting from the wider organisational expertise in Hft. In July Hft held an away day with the Job Coach Team, jointly attended with some colleagues from Hft Bradford. This was a very positive and productive day for knowledge sharing and best practice review. The Flintshire Job Coach team have now set their strategy with a focus on finding volunteer or paid roles for people supported. This is a more outcome based and progressive model for the service. A volunteering pathway will be developed in partnership with third sector organisations or those with a volunteering policy. Hft have introduced a volunteering strategy to support this, working closely with FLVC.</p> <p>Hft are reviewing all existing work placements supported by the Job Coach team. The Job Coaches are exploring options with employers where there are placements that have been unpaid and individuals are fulfilling job descriptions. Hft have had some success with this as now have eleven people in paid employment with a further five placements being looked into. This review has also led to the recruitment of a volunteer receptionist at Glanrafon, which could become a paid role in the future. Hft adapted</p>

	<p>the reception area for this person to access in his wheel chair. In addition a person has completed a trial role as a lunch time assistant in the service, now taking up a paid role in this capacity.</p> <p>Two people previously supported in the work opportunities' cafes are now in volunteer roles in the Deeside Hospital café. Support is provided to them, but is now able to fade as their skills and confidence increase. Hft have been successful in recruiting three volunteers to man the reception at Glanrafon, and a qualified chainsaw operator at Tri Ffordd to reduce operational costs. They are also recruiting for volunteer activity tutors to support the long term goals of a diverse activity programme.</p>
1.06	<p><u>Workforce Development</u></p> <p>For the first six months of the service contract, workforce development was focussed the introduction of Hft induction and mandatory training. This was supplemented with Hft expertise and supported by the regional Training Manager who was based in Flintshire for a substantial period of time to help embed Hft best practices and cultures. Hft are currently developing a strategic training plan with a focus on developing support staff to take a more outcome focussed approach. The team are now producing Person Centred Plans (PCP's) to enable individuals to express and achieve what matters most to them.</p> <p>Recent referrals received have been for younger people with complex needs including autism. This has had a positive effect on the team currently as they have had to think differently about the type of support offered and how they are supporting people.</p> <p>In addition to mandatory service training, Hft have introduced a number of value added development opportunities for staff. This skills development will enable the service to provide more diverse and engaging activities. These skills and activities include: Makaton training with the focus of a creating a Makaton Choir, Boccia Training, New Age Curling, Jewellery Making, Crane Training, Specialist IT training and Introduction to management.</p>
1.07	<p><u>Partnership Working</u></p> <p>Hft are developing a number of beneficial partnerships across the county. These partnerships facilitate new activities for people supported, and have facilitated fundraising activities. The new partnerships and relationships include the following:</p> <p>Aura at Deeside Leisure Centre provides the bike-ability scheme which is very popular, gets people outdoors and provides regular exercise. Disability Sport Wales have also provided fundraising support for sports and recreation.</p> <p>A popular activity introduced to the service has been the visits from the Emerge music group. People supported are able to use music as a way of expressing themselves. One individual shown little interest in the past now will sing and dance in the sessions and plays the drum.</p> <p>At Glanrafon, Hft have linked with the shop 'Lush' to provide products for</p>

	<p>sensory sessions. This has been a huge success and there are plans to repeat and extend the activity to other service locations.</p> <p>Volunteer placements have been obtained for people supported through links with Online Watch Link (OWL) and Deeside Hospital.</p> <p>Coleg Cambria are supporting staff and people supported to gain qualifications in catering skills. Digital Partnerships Wales are also providing IT training for people supported and staff members.</p> <p>Hft have continued to work closely with colleagues in Betsi Cadwaladr University Health Board (BCUHB). A Community Nurse visits each site on a regular basis, attending on different days of the week, holding drop in sessions where people can talk to her about anything, and continuing to use the Glanrafon site for assessments and weighing clinics.</p> <p>As part of a partnership with North East Wales Carers Information Service (NEWCIS), Castle Connections are processing charitable donations they have for their shops including clothes and bric-a-brac. They are also looking at training the people they support in PAT testing to further enhance this service.</p> <p>Hft have linked in with the FLVC for volunteering opportunities and are hoping to build on these links, and develop wider network business links across the county.</p> <p>Hft have also built links with the Department for Work & Pensions who have provided free training for the Job Coach team on access to work funding to support work placement opportunities.</p>
1.08	<p><u>Fundraising</u></p> <p>As a registered charity Hft is able to raise funds to support the frontline work undertaken. With strong support from the Hft national fundraising team, they have held several fundraising events and have been successful in some bid and grant applications.</p> <p>Hft have a volunteer fundraiser who has been supporting the regional fundraisers by collecting donations for events and collection boxes in the community. They are looking to expand this to build a bigger fundraising committee that can support events throughout the year</p> <p>Hft have generated more than £31,000 through fundraising activities. This has enabled a number of service improvements, investments in equipment and technology to add value to people's lives, and funding of new activities across the service.</p> <p>Some key fundraising successes include:</p> <ul style="list-style-type: none"> • £1600 raised at a Christmas Fayre in December. • £1200 granted from Disability Sports Wales to purchase sports equipment and staff sports training. • £5000 from Hft funds which was used to purchase personalised technology.

	<ul style="list-style-type: none"> • £3000 granted from Hft charitable fund for new uniforms at the cafes. • £2180 from an Accumulator Challenge - Each location using £10 to arrange fundraising events and activities such as raffles, sweet sales, coffee mornings, bingo, auction and a bake off. A great team working exercise. • A charity golf day in September raised £16,000 which will fund the cost of the Project Search licence.
1.09	<p><u>Future Business Plans</u></p> <p>As the first year of the service contract nears conclusion, Hft are assessing the opportunities to develop the service over the next 3 to 5 years. The development of plans have been led by the Cranfield Trust Business School who have provided a business planning consultant at no cost. This will be particularly helpful to the Work Opportunities businesses to set a future direction that delivers outcomes for people supported, and provides a sustainable model of delivery.</p> <p>At Tri-Ffordd, this may include plans to develop the physical site to offer more diverse activities. For Estuary Crafts and the Flint shop, a potential partnership with NEWCIS may expand activities to include furniture up-cycling. The cafés are continuing to have success providing catering for events and training. Hft are exploring how they can extend and promote this part of the service. For example, a potential mobile catering van opportunity. They are also working with Coleg Cambria to explore training and qualification opportunities.</p> <p>Castle Connections in Flint will look to continue to transform the service from a factory setting to more of a supported employment placement. The main focus for the next year with Glanrafon is the transition over to the new day provision in Hwb Cyfle. This will allow the service to change the way in which it supports people and the focus of why people attend. Hft will develop a prospectus of activity based on people's needs and outcomes. Hft are working alongside Coleg Cambria and Adult Learning Wales to provide tutors and accredited courses for the people attending the service. They hope to complement this with volunteer tutors with expertise in different areas.</p> <p>Over the next year Hft will explore having some specialised groups (e.g. Autism) of support which will allow them to better able meet individual's needs. It will also make the service more specialised and better equipped to support people with more complex needs.</p> <p>Longer term, Hft will assess the feasibility of providing extended opening hours for the service, such as later in to the evening or at the weekend dependent on what individuals require. This would allow the service to become more flexible around individuals and their lifestyles.</p>

1.10	<p><u>Project Search</u></p> <p>Project Search is a flagship programme that Hft have been delivering successfully across the UK for a number of years. Project Search is a 12 month internship programme for young adults with disabilities. The project works closely with a host employer to provide at least three separate rotations of work experience for interns to try different roles in the organisation and learn and develop skills needed to enter paid or volunteer work roles. In Flintshire, Hft will launch Project Search in September 2019. The project will use the centre of Flint as the base with Pennaf housing association taking the lead host role. This will be supported by the Council, BCUHB and Aura. Coleg Cambria are also involved to provide classroom based activities and tutors for the programme. A project planning event is scheduled for the end of January.</p>
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2.00	RESOURCE IMPLICATIONS
2.01	<p><u>Financial Progress Against Budget</u></p> <p>Efficiencies detailed in the report in January 2018 and reflected in the contract are on track to being achieved. This is monitored through social services programme board.</p>
2.02	<p><u>Human Resource Implications</u></p> <p>Fifty eight Flintshire County Council staff transferred to HFT under TUPE regulations. The transferring staff had the option to remain as members of the Local Government Pension Scheme (LGPS), on a closed scheme basis.</p> <p>The transferred staff remain aligned with Local Authority Annual Pay Review processes for the duration of the contract, and they received the appropriate pay award in 2018.</p> <p>A small number of transferred staff, around five, have since left the organisation including some retirements. Hft have also installed management and administration roles into the workforce and recruited a number of support workers. Two apprentices have been recruited and an increasing number of volunteers. All new recruits are on Hft terms and conditions.</p> <p>All new support staff recruited to HFT Flintshire have been recruited under terms and conditions agreed with Flintshire County Council as specified in the service contract. This is at the hourly rate of £9 per hour and a holiday entitlement of twenty three days. This provides the required consideration to the principles of the two-tier workforce code.</p>

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	<p>The Social Services project team undertook a fully inclusive and co-productive procurement process. This process and throughout the planning and service transition stages the project team engaged and consulted with people supported in the service, with families and carers, advocacy services, 3rd sector organisations, elected members and trade union colleagues.</p> <p>Hft maintain regular communications with all stakeholders through written and face-to-face communications. This include a close working relationship with the three representative trade unions.</p> <p>Hft place a great importance on the engagement of people supported and their families and carers in a co-productive way. This include focus groups, such as Voices To Be Heard, feedback surveys and social events. Each service site have representatives in these groups, and this is seen as very important and helps to boost confidence and social interaction. The staff team worked closely with people supported in the cafes to design and purchase new uniforms. This was helped by fundraising activities. The new uniforms are very popular and have created a positive identity. Tri Ffordd are considering a similar uniform change.</p> <p>The Council continue to hold bi-monthly LD Planning Partnership meetings with representation from people supported in services, advocacy services, parents and voluntary groups, in addition to Health and Social Services. Hft provide a key input to this group, working collaboratively on initiatives to improve services and community activities for people.</p>

4.00	RISK MANAGEMENT
4.01	<p>Operational risks are managed by the operational and finance sub-groups, escalating to the Partnership Board for support and mitigation as required. The Partnership Board manage all service risks, including any conditions agreed as part of the service contract agreement.</p>

5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Organisational Change Overview and Scrutiny Committee ADM Report Part 2 Restricted, 29th January 2018 (Adult Social Care: Day Care and Work Opportunities)</p> <p>Organisational Change Overview and Scrutiny Committee ADM Report 28th July 2016 (Adult Social Care: Day Care and Work Opportunities)</p>

Organisational Change Overview and Scrutiny Committee ADM Report 22nd February 2016 (Adult Social Care: Day Care and Work Opportunities)

Organisational Change Overview and Scrutiny Committee ADM Report 2nd November 2015 (Adult Social Care: Day Care and Work Opportunities)

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7.00 GLOSSARY OF TERMS

7.01 **Alternative Delivery Model** – A different way of providing the service ranging from shared service through to a social organisation through to external procurement.

Transfer of Undertakings Protection of Employment Regulations (TUPE) – Employees transfer automatically to the new organisation with their terms and conditions of employment and continuity of service preserved.

Learning Disability – A significant impairment of intelligence or social functioning acquired before adulthood. Educational services in the UK use the term ‘Learning Difficulty’ and those children with moderate or severe learning difficulty may be regarded as having a learning disability.

Day Care – Daytime care for people who cannot be fully independent. Provided within centres to which service users travel or are transported. Service providers can vary from statutory agencies such as health or social services to the independent and voluntary sector. Day care may cater for users with high dependency needs in conjunction with home care and residential provision, and be integral to an intermediate care programme. Alternatively, day care, particularly within the voluntary sector, may offer social stimulation and be part of a preventative programme aimed at combating a move towards functional dependence and offering carer relief on a structured basis.

Progression Model – This is a conceptual model that represents different levels of independence/dependence. It can be used to show the service response to an individual’s needs at a given level of need. The main use of the model is to help plan how a person can acquire, or maintain, independent living skills. Care and support planning should help people achieve the maximum level of independence to which they aspire. It is important to match the service response to current need but also to work to reduce them over time, helping individuals gain confidence and skills, and so reduce long term needs.

Hft Fusion Model – The Fusion Model is based on the concept of Person-Centred Active Support (PCAS). This is a way of supporting people so that they are engaged in meaningful activity and relationships as active participants. And as a result, they exercise more control over their lives and experience greater levels of inclusion, independence and choice.

	<p>Project SEARCH – a project that provides on-site work placements for young people with a learning difficulty that would help them gain the skills needed for employment. The aim is to achieve paid employment for people going through the project.</p>
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