

ORGANISATIONAL CHANGE OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Monday 16 th March, 2020
Report Subject	Alternative Delivery Model Update (Social Care - Learning Disability Day 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 for Learning Disability Day Opportunities. This follows the report received by the Committee in January 2019.

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

Following an inclusive procurement process, Cabinet agreed to award the service 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 five 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 1 year and 10 months. The service contract covers three key elements – work opportunities, supported employment and a day centre. Hft relocated from Glanrafon Day Centre to the Council's newly constructed day centre, named Hwb Cyfle, in June 2019. A total of 272 individuals are supported through this work.

This report provides an update on the progress of this partnership, focusing on the successful relocation to the new Hwb Cyfle day centre.

RECOMMENDATIONS

1	That the Committee notes the progress made through the service partnership with Hft, and the successful transition of the day centre service from Glanrafon to Hwb Cyfle.
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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. The service supports people to learn new skills, prepare for paid and voluntary employment, increase independence, and develop social connections and friendships.</p> <p>A total of 272 individuals are supported through this work.</p> <p>This important and valued service also provides respite care for people that use services, and for their families and carers. Many of those attending have multiple and profound learning and physical disabilities.</p> <p>This ADM project has facilitated the development of a commissioned service partnership between the Council and Hft, and is helping to provide a sustainable service model that delivers outcomes and achieves what matters for people. In addition, new fund raising initiatives and cost efficiency opportunities are being opened up.</p> <p>The newly constructed day centre and community facility, named 'Hwb Cyfle' (Opportunity Hub), opened in Queensferry in June 2019. The centre provides a modern, efficient and accessible building to optimise service delivery for up to sixty people each weekday. The building is also increasing community integration and engagement, and provides an opportunity to drive additional income streams.</p> <p>The new model of delivery for Learning Disabilities has been shortlisted by Social Care Wales for an Accolade under the category of 'Improving care and support at home together' which celebrates the benefits of working together to support the well-being of people living in their own home. Judges visited the service on 2nd February and an announcement of the winner is expected to be made at an event on 23rd April.</p>
1.02	<p>Hft are a national charity organisation, established in 1962, with social aims at the heart of their company strategy, their expertise is in delivering support to people with a learning disability.</p> <p>In Flintshire, Hft are working in close 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. Hft use Person-Centred Active Support aligned to their Fusion Model to engage</p>

	<p>people with learning disabilities in meaningful activities and relationships. Hft support people to develop 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 made a number of positive improvements to the quality of services over the last twenty two months. This has been supplemented with expertise and support from other Hft service teams, particularly from the team in Bradford, West Yorkshire.</p>
1.03	<p><u>New Day Centre</u></p> <p>The day service was relocated from the ageing Glanrafon Day Centre to Hwb Cyfle in June 2019. Hwb Cyfle is a single-storey modern design with bespoke facilities, technology and equipment to provide high quality learning disability services. The centre has a vibrant and highly interactive layout with spacious activity rooms, independent living space, a workshop, café, sensory room, accessible changing facilities and a sensory garden. Since opening, the new day centre is demonstrating a number of very significant benefits for the people supported and for service staff. The facilities and new equipment in the centre provide the required levels of practicality and comfort to enable people to be supported to interact, participate in activities, develop skills and to meet all personal care needs.</p> <p>The layout of the building provides full accessibility for people supported to participate and move around independently and safely. For service staff, including support workers, managers and catering staff, the building provides an efficient layout that optimises the model of service delivery and support. Technology and equipment provides additional resources to facilitate security, communication, administration, meetings and events.</p> <p>The bespoke layout and facilities have enabled new activities to be introduced and has increased participation and social interaction:</p> <ul style="list-style-type: none"> • The main activity rooms have an adaptable design which can be configured as three rooms, two rooms or one room to suit the planned activities. • An independent living area is used to build domestic skills and develop independence. • The 'Retreat' room offers a quiet and calm space for people supported to take a break or to undertake activities, such as reading, to suit personal needs and outcomes. • A bespoke spacious workshop has enabled Hft to introduce new craft and creativity activities and to encourage more physically active tasks. • The state-of-the-art sensory room provides essential benefits to support the well-being of all attendees. The multi-functional room provides vibrant or mellow activities and is very popular. The room is also being used as a chargeable service for community use. • Provision has been made to provide a highly-functional health and well-being room which facilitates integrated health and social care services including physiotherapy, nursing and wheelchair

assessments, and the storage of personal care and medication supplies.

- The centre has an accessible bathroom facility for service and wider community use. There is also a registered 'Changing Places' venue, only the third such facility in Flintshire.
- The café area provides a welcoming space near the entrance to the building. This is the social hub of the building and it promotes greater integration. The café has also been used to hold events including the official opening of the building and recent Christmas Fayre.
- The café and all activity rooms have immediate access, through folding glazed doors, to the expansive sensory garden. The addition of a large and functional secure garden space is acknowledged as having had the most significant positive impact for Hwb Cyfle in comparison to the Glanrafon day centre. Many of the people supported have been able to undertake gardening activities or simply enjoy sitting in the garden as part of their day with the service. This is demonstrating a number of health and wellbeing benefits.

The new day centre at Hwb Cyfle has a very modern appearance, with full accessibility and excellent facilities. This has led to positive publicity and an increase in the level community interest. Local community groups, such as Flintshire Do-It and Rainbow Biz Digging Deeside, are using the building regularly for joint service and community activities.

The development included social value with a £4.1m procured contract between the Council and construction company Kier. The additional social value generated through the project included:

- 610 school or college students visiting the construction site as part
- of their studies;
- 6 jobs created;
- 15 work experience placements supported;
- 6 apprenticeship opportunities created; and
- Use of the local supply chain for sub contracted work, such as electrical, furniture, blinds etc.

1.04

Service Model Development

Following the service transfer, Hft prioritised continuity of service and have continued to review and improve the service delivery model across the whole service. Hft strive to provide an enjoyable and rewarding work environment for staff, and to develop partnerships with service delivery partners and the wider community.

Community groups and external organisations are encouraged to attend the day centre to provide a more diverse set of activities. This has included cycling and Boccia with Disability Sport Wales, gardening related activities with Digging Deeside, and music-based group activities with Emerge Community Arts. Adult Learning Wales are also delivering session on Healthy Living and Welsh culture.

The Job Coach service is evolving into a supported employment service,

	<p>which will prioritise the development of employable skills to enable people to secure paid or voluntary roles in the community. This aligns with Hft's service model. Hft have been able to gain paid employment for fourteen people with further opportunities being explored.</p> <p>The inception of Flintshire's Project Search programme in September 2019 represents a more structured time-based supported employment initiative. New opportunities are being developed for both Castle Connections and a shop located on the high street in Flint, which sells craft and donated goods. This is underpinned by a new partnership with the North East Wales Carers Information Service (NEWCIS). The NEWCIS partnership has introduced new activities at Castle, to process charity donations and carry out PAT testing which provides stock for the shop, now run in partnership with NEWCIS.</p> <p>Consultation is underway with individuals and their families to move Castle Connections to a space identified at Greenfield Business park. This new space will be better equipped to meet the changing needs of the people supported and their ambition to undertake different activities. Hft have introduced a volunteering strategy, working closely with Flintshire Local Voluntary Council (FLVC). Seven volunteers are now working across the service including six at Hwb Cyfle to provide administrative support, including two people formerly supported in the service.</p>
1.05	<p><u>Governance</u></p> <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. The Partnership Board is chaired by Neil Ayling, and is attended by Trade Union partners. The board includes representation from the Council, including Cabinet Member, 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 further 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

	<p>any other applicable stakeholders, ensuring continued engagement and co-production;</p> <ul style="list-style-type: none"> • 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>
1.06	<p><u>Workforce Development</u></p> <p>In the first year of the service contract, the introduction of Hft's induction processes, cultures, behaviours and mandatory training were the main focus. Hft have since introduced a strategic training plan with a focus on positive risk taking and development of outcome focussed Person Centred Plans (PCP's). This approach to service and care plans enables people to express their ambitions and choices in order to achieve 'what matters' most to them.</p> <p>In the service, recent referrals are predominantly for younger people, some with complex needs and an increasing number of people living with conditions on the autism spectrum. This has resulted in a positive impact on the service workforce as they have sought to become more creative in their approaches in order to provide activities and provide appropriate support for a diverse service user group. Hft have adapted training programmes to meet this demand.</p> <p>Hft are engaged with Adult Learning Wales to provide workforce development in 2020 to build on the core skills and behaviours.</p>
1.07	<p><u>Partnership Working</u></p> <p>Hft have continue to develop a number of beneficial partnerships across the county, in order to provide new opportunities and diverse activities for people supported.</p> <p>Project Search has required new close partnerships with Clwyd Alyn Housing Association and Coleg Cambria.</p> <p>Aura and Learning Disability Wales at Deeside Leisure Centre provide a number of physical activities to help improve the health and well-being of the service user group.</p> <p>Hft also bring into the service a number of third sector and commercial groups such as Lush, Emerge Music Group, YNNY Candles and Flintshire Do It.</p> <p>Hft have continued to work closely with colleagues in Betsi Cadwaladr University Health Board (BCUHB) to ensure people have support from Community Nurses and Physiotherapists.</p> <p>Work Opportunities partnerships with NEWCIS are transforming the service provision at Castle Connections and Crefftaw Cariad.</p>

	<p>Volunteer strategies and plans have been supported by FLVC.</p> <p>Hft have used their national networks to successfully apply to the Foundational Economy Challenge Fund. This will provide three years funding to launch 'Love2MeetU', a friendship and dating initiative for people with learning disabilities.</p> <p>The Community Gardening Project in partnership with Rainbow Biz Digging Deeside provides outdoor activities at Hwb Cyfle. There are plans to develop the gardening activities to include maintaining raised beds, purchasing garden musical instruments and planting fruit and nut trees around the building. A grant from the Woodland Trust and money raised at a recent golf day, supported by hairdresser Andrew Collinge, are contributing to this.</p> <p>Abbey Metal have introduced a new activity for people supported to make garden log burners from washing machine drums. This has initially been supported through a partnership with NEWydd to provide disused washing machines. These sold well and they are currently sourcing a supply of more washing machines to continue this project. The left over motors from the machines are being looked at to make wind turbines.</p>
1.08	<p><u>Future Business Plans</u></p> <p>Following an initial period of stabilisation, and the transition from Glanrafon to Hwb Cyfle, Hft are assessing the opportunities to develop the service over the next 3 years. The development of the work opportunities business is key to enable outcome-based support with skills development. This will complement a train and fade progression model to support independence. The development of the businesses may require capital investment of existing sites or the relocation to more appropriate sites to meet the future needs of the service and the people supported.</p> <p>In the medium to long term, Hft will assess the feasibility of providing extended opening hours for the service, such as later into the evening or at the weekend dependent on what individuals require. This would allow the service to become more flexible around individuals and their carers lifestyles. The new day centre at Hwb Cyfle will be central to any plans for extended hours, including making the building available for community use.</p>
1.09	<p><u>Project Search</u></p> <p>Project Search is a supported employment programme for young people (aged 18-25) with learning disabilities. Hft have successfully delivered the programme across the UK. It is a business led programme which combines classroom instruction with hands-on training in real work settings. The primary objective is to secure competitive employment for every participant by the end of the college year. In the UK, around 6% of adults with Learning Disabilities are in paid employment, in Wales this is closer to 2%.</p> <p>This inaugural Project Search, started in September 2019 with nine trainees. It is running in Flint in partnership with Clwyd Alyn Housing as the lead employer for work placements. Coleg Cambria are the education lead and the Council's service delivery partner for learning disabilities – Hft</p>

provide job coach support. Work placements are also provided by Aura, McDonalds and at the Council Office.

A key component of the Project Search model is a Business Advisory Group. This will include representatives from local businesses and large employers who will provide advice and support the search for jobs for the trainees. Through his strong links to the Council and Hft, and as a great supporter of learning disability services, Lord Barry Jones chaired the Advisory Group on 7th February at Coleg Cambia's Business School, where over 90 businesses attended, information was provided to the business sector on how they can contribute to the success of the project by providing opportunities, the event was a great success.

Our aim now is to through the business advisory group secure a range of roles that will provide students with the necessary experience and skills to enter the working world.

Young people who are already part of the project spoke to attendees about the impact the service had on their lives across the last 9 months, and shared some emotional stories. The young people have grown in confidence and learnt new skills, with one young man commenting that d "without project Search, I wouldn't be the man that I am today".

2.00 RESOURCE IMPLICATIONS

2.01 Financial Progress Against Budget

Spend against the budget is on track.

Fundraising

As a registered charity Hft is able to raise funds to support the frontline work undertaken, and to provide additionality to the service.

Additional Fundraising efforts have brought in over £152,450 which will be utilised by the service.

As well as major funding events they also have the service funding raising initiatives.

The service teams ran a charity accumulator in October 2019 including fundraising activities at all sites, such as a live band at Abbey Metal, a bingo night at Hwb Cyfle and coffee mornings in Rowleys and Freshfields cafes. The Christmas Fair at Hwb Cyfle in December was very well attended by people supported, families and local residents, plus Council Members, Officers and Lord Barry Jones.

Hft are also preparing large lottery funding applications for future initiatives.

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. 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 2019.</p>
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3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	<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>

4.00	CONSULTATIONS REQUIRED / CARRIED OUT
4.01	<p>Hft have an ongoing service user involvement group 'Voices to be Heard' who give steer on the issues affect them. There is ongoing consultation with those attending the day and work opportunities on the activities undertaken.</p>

5.00	APPENDICES
5.01	<p>Appendix 1 – Financial Update (Confidential)</p>

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Organisational Change Overview and Scrutiny Committee ADM Report 28th January 2019 (Adult Social Care: Learning Disability Day Care and Work Opportunities)</p> <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> <p>Organisational Change Overview and Scrutiny Committee ADM Report 22nd February 2016 (Adult Social Care: Day Care and Work Opportunities)</p> <p>Organisational Change Overview and Scrutiny Committee ADM Report 2nd November 2015 (Adult Social Care: Day Care and Work Opportunities)</p>

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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.

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.