

Redesign of Learning Disability Day Services

Staffing Structures

Background

There can still be a culture and perception around “Day Services” and what this actually means. This is sometimes due to a lack of understanding of what these support services actually deliver and also how complex and vulnerable, but also innovative and inspiring the people we support are.

Our Learning Disability Day Services (support services) provide essential person centred support for individuals by enabling people with learning disabilities, physical disabilities and complex conditions to have access to and continue education and development, paid employment opportunities, life skills development and meaningful activities, achieve their desired outcomes and become more involved in their communities. In the last few years, our services have also seen an increase in younger adults with autism and other neurodivergent individuals transitioning from school. Neurodiverse individuals do not necessarily have a learning disability but due to the rurality of Argyll and Bute, there are few alternative supports that these individuals can be signposted to locally. Our services have continually adapted to ensure they are able to provide support to individuals with a wide range of complex care and support needs.

Historically, the staffing structures, billing and commissioning/decision making of these services had limited strategic input and oversight due to the organisational structures in place. It had been a significant period since the staffing establishments across LD Day Services had been reviewed and response to staffing establishments was typically reactive as opposed to strategic. This resulted in inequity across localities, issues with suitable management cover and a considerable number of employees who were in receipt of ‘acting up’ responsibility or covering interim roles. Due to the lack of a strategic overview and direction for services, staffing levels and roles were unsuitable before the COVID pandemic with an emphasis of “numbers” of people being supported rather than the hours being delivered.

Our in-house day services are still an SCSWIS (Care Inspectorate) registered provider in their own right. All areas providing this service have multi-trained teams who often support individuals who are unable to be supported by anyone else, due to complex issues. However, they often identify people who may be able to be signposted to our other community support networks or alternatives.

People we Support Involvement

Local Goal Plans for the people we support and the locations themselves are key to influencing change. The local Goals cover every area of the support delivered and how it progresses for real life and meaningful outcomes such as change and quality evaluation.

Each location has daily dialogue and other inputs with the people we support, to ensure that they are aware of any changes and developments.

We remained open (apart from mandatory closures) during the COVID pandemic and further developed the following support strategies:

- **Day Support Buildings are a base for personal care and safe spaces**-mainly used by people we support with more severe disabilities who require the most support. Use of spaces for larger activities/events
- **Outreach supports**-for people we support who may have their own tenancies and have less severe disabilities to work towards fuller independence this would include some face to face. **Little or no building based support**
- **Satellite supports**-for people we support who may live in outlying areas such as the islands
- **Critical interventions**-shorter supports for people in crisis which may involve only telephone or online contact to support through emotional crisis or for specific life events
- **Revolving door**-specific short-term outcome supports for college support/finding work/transitioning to other supports/ ASD-ADHD/Behavioural support through Positive Behaviour Support. These may be a for a specific period and then revisit- if required
- **Transitions from school** from 14 years to enable young people to move on to the adult world
- **Training and Consultancy support**-support and train other external agencies/providers with complex home supports towards more independence
- **Supported Employment/Volunteering** is included in any potential support as an outcome
- **Our emphasis is support for individuals to achieve real life meaningful outcomes and lead healthy lives**

Consistent meaningful participation of all people we support and communities is key to the redesign and approaches for future pathways and development. It has been an unprecedented couple of years for learning disability registered locations and the changes that COVID brought. The teams have supported everyone to keep going and kept people safe. It has been very challenging with many unknowns and at times no clear pathways to follow.

Now we are taking stock and going back to looking for opportunities in all of our locations. Our work may be different in the future, but change does not have to be a negative. Therefore, one of our redefined approaches is the forming of quality committees for each location, which then feed into an overall Argyll and Bute LD Resources Development Group.

These local committees (consisting of people we support/family/guardians/professionals/providers/local community contacts) will meet quarterly to discuss and review the Goal Plan and support which is being delivered by their location and to discuss their views and wishes.

It is hoped we can conduct this online via MS Teams as we have developed over the pandemic. Then the group would agree what they want referred to the overall Argyll and Bute LD Resources Development Group.

Quality Committees

	COVID has been a very difficult time.
	There have been lots of changes.
	Change can be good.
	We are making Quality Committees for each area to talk about changes
	We will meet every 3 months.
	Meetings will take place on Microsoft Teams.
	We would like to invite you to join these meetings.
(photo of person to contact)	Please contact (Senior in each area) if you would like to join in.
	We will not share your personal details.

National and Local Policy/Strategic Fit

The key national and local policy drivers that underpinned the future vision for Learning Disability Day Services in Argyll and Bute are noted below:

- Keys to Life Implementation Framework 2019-21
[Keys-To-Life-Implementation-Framework.pdf \(keystolife.info\)](#)
- A Fairer Scotland for Disabled People: Employment Action Plan (2018)
[A Fairer Scotland for Disabled People: employment action plan - gov.scot \(www.gov.scot\)](#)
- National Health and Social Care Standards: My Support, My Life (2017)
[Health and Social Care Standards: my support, my life - gov.scot \(www.gov.scot\)](#)
- Independent Review of Adult Social Care (2021)
[Adult social care: independent review - gov.scot \(www.gov.scot\)](#)
- Learning/Intellectual Disability and Autism – Recovery and Transformation Plan (2021)
[Learning/intellectual disability and autism: transformation plan - gov.scot \(www.gov.scot\)](#)
- John O’Brien’s Five Accomplishments and Person Centred Planning
https://www.inclusionwa.org.au/download/OBrien_Five_Accomplishments.pdf
- Helen Sanderson Person Centred Thinking Tools
[Person-centred Thinking Tools | HSA | Consultancy | Training \(helensandersonassociates.co.uk\)](#)
[Learning disabilities and autism - Helen Sanderson Associates](#)
- Argyll and Bute HSCP’s Strategic Plan
 - Makes the best use of the available facilities, people and other resources
 - Efficiently and effectively manage all resources to deliver best value
 - Supporting people to live fulfilling lives in their own homes, for as long as possible
- Coming Home Report and Implementation report
[Coming home: complex care needs and out of area placements 2018 - gov.scot \(www.gov.scot\)](#)
[Coming Home Implementation: report from the Working Group on Complex Care and Delayed Discharge - gov.scot \(www.gov.scot\)](#)
- Argyll and Bute HSCP Transformation Programme

In addition to the above national and local policy drivers, Argyll and Bute HSCP participated in the ihub collaborative in relation to the New Models for Learning Disability Day Supports led by Health Improvement Scotland. As part of this collaborative Argyll and Bute HSCP joined seven other HSCP’s across Scotland to look at the need to redesign and transform LD Day Service provision post-Covid.

Vision Statement

“Argyll and Bute is a place which supports people with learning/intellectual/physical disabilities and/or autism to build healthy and rewarding lives, with participation in all aspects of community and society”

Mission

Lessons learned as a result of the pandemic have enabled more diverse and creative approaches to be developed.

Stage 1 – Redesign of Staffing Structures

Required Outcomes for Structure:

- Consistency in staffing establishments and support delivery across the LD Day Services
- Effective and robust guiding management to ensure that all registered locations are supported to achieve the best possible regulatory grades with innovative and solution based teams
- Achieve financial savings and deliver value for money whilst encouraging sustainability for the future with increased autonomy
- Appropriate and proportionate management provision of services is in place and meets the Care Inspectorate registration requirements
- Roles and responsibilities of all staff members within the structure are clear and consistent
- Job Descriptions are revised and updated, with a focus on a more generic health and social care approach
- The number of frontline support teams is proportionate to the demand for support in each locality. Evaluation of roles and levels required based on support delivered in each registered location
- Teams at all levels are supported with continual professional development and training opportunities, to support challenges with recruitment and retention of the workforce and ensure services are fit for the future

We have achieved these outcomes as the first part of our re-design in 2022, which was stabilising the structure. With further engagement we can move on together to the next strands, which are important to the people, we support, such as:

Income generation/ Social enterprises/ Cottage Industries

- Engagement and visible outcomes re areas such as social enterprise opportunities
- What is out there-existing initiative/pilot in LOCHSIDE re Community Planning Partnership (CPP)
- Utilise existing resources such as accessible food hygiene certification, scope opportunity for small business and cottage industries
- Develop small business plans for these types of approaches for each location
- Plan what the business will be and who will lead, participate and deliver it
- Share best practice across Argyll and Bute
- Ensure that any person we support who wants to contribute, does so in a meaningful way
- Once initiated, see if the business can expand whilst being effectively managed

Supported Employment Opportunities

- Explore and further develop existing links to Developing Young Workforce (DYW) re placements and Job Centre plus-Grow our own
- Supported employment as an outcome for some PWS within their assessed support
- Scope potential employers for placements including our own employers/organisations