North Ayrshire Health & Social Care Partnership
LEARNING DISABILITIES STRATEGIC PLAN 2017-2019
## CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foreword</td>
<td>2</td>
</tr>
<tr>
<td>Introduction</td>
<td>3</td>
</tr>
<tr>
<td>How we developed this plan</td>
<td>6</td>
</tr>
<tr>
<td>Our vision, aims &amp; values</td>
<td>10</td>
</tr>
<tr>
<td>Context for our strategic plan</td>
<td>13</td>
</tr>
<tr>
<td>What we need to do</td>
<td>30</td>
</tr>
<tr>
<td>Our plan</td>
<td>34</td>
</tr>
<tr>
<td>Priority theme 1: Developing service user engagement and involvement processes</td>
<td>35</td>
</tr>
<tr>
<td>Priority theme 2: Redesigning user-focused services</td>
<td>36</td>
</tr>
<tr>
<td>Priority theme 3: Developing Commissioning Plan &amp; framework agreement for Learning Disabilities</td>
<td>37</td>
</tr>
<tr>
<td>Priority theme 4: Developing more opportunities in learning, skills and employment</td>
<td>38</td>
</tr>
<tr>
<td>Priority theme 5: Using the Partnership’s changes to Property &amp; Facilities to reshape local services</td>
<td>39</td>
</tr>
<tr>
<td>Priority theme 6: Developing our staff to support service users at the right time and in the right way</td>
<td>40</td>
</tr>
<tr>
<td>Monitoring progress</td>
<td>41</td>
</tr>
<tr>
<td>Appendix A – Glossary</td>
<td>42</td>
</tr>
</tbody>
</table>

In preparing this piece of work, we engaged with people with learning disabilities, their families, their carers, staff across the partnership and other organisations who provide services in our communities. And we intend to carry on those conversations beyond this exercise.

What we have heard, very clearly and unsurprisingly, is that those who use learning disabilities services want and need to be supported to live ordinary lives. They want to be listened to as individuals, to be involved in decisions that affect them, to have genuine choices about how they spend their time and money, where they live and who they live with, and to have opportunities for work and skills development in their communities.

In many ways, this will mean changing what we provide and how we deliver and commission services. And we need to do so in the context of a difficult financial climate. But we are determined to meet those challenges, not least by ensuring that our staff and partners are equipped with the right training and tools to support our service users and their carers.

I hope that the thoughts and ideas explained in this document capture the real sense of energy, urgency and optimism that all of us at the partnership feel. Everyone involved in developing the strategic plan wants to play an active part in making sure that people with learning disabilities live full, rewarding lives in North Ayrshire.

Thelma Bowers
Head of Service for Mental Health & Learning Disabilities

We would be delighted to provide further information about this strategy. Please contact us by phone on 01294 317 700 or by email at contactus@north-ayrshire.gov.uk
INTRODUCTION

In this section, we set out what we wanted to achieve in drafting this plan, and summarise what we have produced.

North Ayrshire Health & Social Care Partnership (NAHSCP) was set up in April 2015 with the aim of making sure that, “all people who live in North Ayrshire are able to have a safe, healthy and active life.” NAHSCP will help more people access the services they need. NAHSCP also includes some of the people who use these support services in our communities. We all work together as NAHSCP to achieve our aim.

People with mental health and learning disabilities often need extra support to have a safe, healthy and active life. Since we combined local NHS and North Ayrshire’s Council’s community care services in 2015, we have been working hard to make sure that the right sort of support is available. We have started work on several big projects that will help more people with mental health and learning disabilities access the services they need, near to where they live. Two of the biggest achievements have been opening Woodland View, a new mental health and community hospital in Irvine, and bringing together our Community Learning Disability teams.

One of our most important pieces of work so far has been making changes to some of the services we offer. We recently bought the old Red Cross House on Tarryholme Drive in Irvine. This gives us a great opportunity to reshape and improve the support that we offer to people with learning disabilities locally. To get these improvements right we will be talking to and sharing information with the people who will be affected by this change, including: service users with learning disabilities, their families and communities, our staff, and the people we work closely with the independent sectors to deliver services.

Why are we doing this? To make sure that services are right for our communities, including those who rely on them, and that prevention, self-management and self-help are a main focus, aided by new technology where possible. The overall aim is of course to make sure that people in North Ayrshire are able to have a safe, healthy and active life. This will mean planning and designing new facilities, and developing new types of community-based activity for people with learning disabilities to take part in.

“The Partnership has opened up opportunities for us to do different, better things.”
Senior Manager, NAHSCP

“Integration between health & social care has been successful so far … the management team have led, and we meet together as one integrated team.” Staff member, NAHSCP
Between early 2017 and the beginning of 2019, our work will focus on six main priorities:

1. We will formally involve the people who use our services in designing the services they get, in the organisations that provide their services, and in our wider community. Among other commitments, we will sign up to the Charter for Involvement developed by the National Involvement Network (NIN), which summarises best practice in this area. By adopting the charter, we commit to following NIN recommendations.

2. We will re-design how we do things – what we provide and how they are accessed – to make sure that they put those using services first, giving them choice and control. Our redesigned policies will also prioritise Early Intervention and Prevention, and build on people’s strengths and the existing assets of our communities.

3. We will create a formal Commissioning Plan for Learning Disabilities provision in North Ayrshire, which means that those who arrange services in the area, as well as those who provide them will have a consistent and transparent set of principles to sign up to, which put real choice for the people using these services first.

4. We will work with all our partners locally to maximise the amount of ‘meaningful’ learning, skills development and employment activity on offer.

5. We will develop our property and facilities to make sure that they are fit for the redesigned local services that we are planning to put in place. Developing the former Red Cross House on Tarryholme Drive, which we have recently bought, will help drive changes to our property and facilities strategy.

6. Lastly, we will make sure that our staff have the right training and equipment to support those who use our services, not only in the right way, but also at the right time. To do this, we will review training, as well as the make-up and locations of our teams to create new workforce models and bring teams together in one location where possible. We will also improve the quality of the statistical and insight data that we capture to provide better management information, forecasting and budgeting.
This strategic plan explains our vision, aims and values. It also explains the context of our work, what we need to do and the main ways we will do it. There are, of course, local challenges and variations that affect these things, as well as a strict financial budget, that we must work within. What we cover in this document is the core information that will allow us to **plan, buy and put into place high quality services for people with a learning disability in North Ayrshire**, in a way that is both personal to their needs yet still ensures value for money for everyone.

This document is not long and in the timescale it covers is short. We understand that some may judge the document to be less than comprehensive as a result. However, we are confident that it meets the following standards, by which we would like its success to be judged:

- **It is honest:** this document includes an assessment of problem areas and changes taking place that need to be examined, both inside and outside of NAHSCP.

- **It is clear:** the document is direct about what NAHSCP wants to do with Learning Disability Services locally. It is a structured plan to help the organisation progress and its language and actions are clear and specific. We have attempted to use Plain English at all times.

- **It is concise:** this plan focuses on the essential activities needed to provide great services. This will help our staff and partner organisations to focus their limited time and resources on the things that will bring the most value and greatest benefits to those using our services.

- **It is realistic:** we want this document to accurately reflect the reality of what we can do, and what we can afford to do. While we think the plan is challenging, we also believe it is achievable.

- **It is ‘actionable’:** Our strategic plan lists the agreed activities required to meet our goals, at a high level. It may not answer the ‘hows’ but certainly describes the ‘whats’ that are needed to progress Learning Disability Services in North Ayrshire. The plan should be a working document that is used and not simply checked from time to time.
HOW WE DEVELOPED THIS PLAN

In this section we describe the steps we took to work out what should be in this plan, and what the next steps should be. We know that we need to consult further with those using our services, their families and carers.

This strategic plan was developed in autumn 2016 by a Learning Disabilities Strategy Group made up of staff from Social Care and Health. The group also included representatives from NIN, the National Involvement Network (a group of people who get support from different learning disability organisations across Scotland). The content of the plan is based on feedback from this group, as well as from many other people who have an interest in support for people with a learning disability in North Ayrshire. To gather this feedback, we spoke to 30 members of senior and frontline (public-facing) staff from across Learning Disability Services, to a small group of partner organisations, as well as running informal sessions involving those with learning disabilities who use our services in North Ayrshire. The thoughts, concerns, hopes and ideas for the future shared with us as part of the information gathering process, are reflected in the plan.

These are the steps we took to develop this strategic plan:

Reviewing national and local context
We have considered what is happening in Scotland and the wider UK in terms of legislation, emerging policy and guidance for people with learning disabilities and other needs. That also meant understanding the financial pressures that budgets for care are currently under.

Our project team also carried out a review of existing Learning Disabilities Services in North Ayrshire. As part of that exercise, they looked at our current plans, staffing, structures, systems and buildings, as well as how we engage and interact with those who use our services.

Talking to staff
The project team spent several weeks with a wide range of staff from across NAHSCP and some of the other organisations who provide services locally, to try and fully understand their views on current services, and their main priorities for the future.

Talking to partner providers
There are several independent sector organisations who work with us to provide services and support to people with learning disabilities. We had some initial discussions with some of them in December 2016 about their view of what is provided locally, and what they believe our priorities should be.

Visiting the sites where we deliver our services
We deliver services from several properties and facilities across North and South Ayrshire, either directly or in partnership with other organisations. During August and December 2016, our team visited Castlecraigs, the day services at Hazeldene and Fergushill, Taigh Mor (the Respite Centre in Beith) and the assessment and treatment centre at Arrol Park to understand what those using these services, their families and the staff experience on a day-to-day basis.
Talking to those who use our services
We recognise that we need to get better at involving those who use our services in their development, and have made this a priority in our strategic plan. Although the project team have consulted attendees at the Hazeldene and Fergushill day centres, wider consultation is planned for early 2017.

We have started the conversation with those who currently use our services as to what their role can be in helping all of us to improve these services in the coming years and will focus on encouraging participation throughout the life of the plan. To demonstrate our commitment, in early 2017, we will sign up to the Charter for Involvement developed by the National Involvement Network (NIN).

What the people we spoke to told us
Here are the main things that those using our learning disabilities services, our staff and partners told us were important to include in this plan:

Everyone believes that communication and how we interact with those using our services, as well as their families, needs to improve and that we must make sure that they know about, understand and can comment on plans relating to our facilities. This is particularly important in relation to plans for some of our buildings and how these impact on other services.

“I’ve had the same carers for over a year now: we have a great relationship which helps me a lot.”
Service user, Hazeldene

“You can tell they’re busy but they make time for me, make me feel important.”
Service user, Fergushill

“If you ask them to do something, they will.”
Respite services user, Taigh Mor
Everyone thinks that we could be more honest about the available money and resources: explaining to all partners the constraints facing NAHSCP and why we need to be more creative in finding more cost-efficient ways to achieve our Vision. Our provider organisations in the independent sectors confirmed that they are keen to be involved in designing services that meet those challenges.

Most people feel that there is a need for more accommodation options for people with learning disabilities in the local area, ranging from those who might need short-term, intense assistance to those who need ongoing, long-term support. This is true also for some of our people currently in specialist services far from family and friends.

Everyone thinks that we need a fresh focus on helping people to find work or to take part in ‘meaningful’ activities. There are currently lots of courses and activities available but few that prepare those taking part for real jobs. We need to get to know more local and national employers to create more opportunities for people with learning disabilities in North Ayrshire.

Most people want to see more opportunities for learning, particularly community-based courses, rather than specialist ‘Learning Disability’ courses. The full range of social opportunities should be more accessible to people with learning disabilities.

Everyone thinks that those using our services and their families, need better access to information and advocacy when it comes to money, benefits and personal budgeting.

Most people think that assessments of the needs of people with learning disabilities could be more focused on outcomes: that is, the impact or end-result of support or activity on a person’s life. They also think that it is important for both the person being assessed and their carer, to fully understand what is involved in the assessment process. This may mean reviewing how the way we do these assessments (including the time we spend on them and our need to capture what’s been discussed) could perhaps be improved.

Staff and partners believe that co-locating community Learning Disability staff in one place is important for improved communication and working together to get the best outcomes for the people we support.

All staff have some concerns about how effective we are at sharing data and information across NAHSCP.

Some staff and partners believe that the information available on Self-Directed Support (SDS) should be improved, and, that we should actively promote this to encourage more people in North Ayrshire to make use of it and take control of their lives.
All staff believe that at NAHSCP we need to be more consistent in the way we put our policies into practice, including in how we decide who qualifies for certain services.

**Drafting the strategic plan**  
The Learning Disabilities Strategy Group met four times in autumn 2016. In these sessions, the project team summarised emerging thoughts on services as they are delivered currently and started to define a vision and actions for the future.

We will encourage further consultation with relevant groups in North Ayrshire.

**Finalising the strategic plan**  
Draft versions of this document were circulated to meetings of the Learning Disabilities Strategy Group in late 2016 and comments, corrections and additions were invited. A further version was presented to the Group on 9th January 2017.
OUR VISION, AIMS & VALUES

In this section we describe what we want to achieve over the next few years. These are short statements that set out where we want to be by the beginning of 2019, the things we will focus on and how we will act in doing those things.

Vision
NAHSCP has developed an ambitious strategic plan: “The Way Ahead 2016-18”, which very clearly states our vision that:

‘All people who live in North Ayrshire are able to have a safe, healthy and active life.’

This of course includes people with learning disabilities in North Ayrshire, who we are committed to supporting as explained in this plan. We will support people with learning disabilities to live safely at home, or in a homely setting as part of their local community and as close to family and friends as possible. We want them to make their own life choices, to be able to contribute meaningfully to society, and to fulfil their potential. In short, our work will have three main areas of focus:

• Helping people to help themselves
• Providing support to people when needed as a short-term measure
• Providing ongoing support for those who need it.

We will work closely with our partners to provide high quality, safe and accessible services to make achieving all three possible.
Our aims
To achieve our vision, we must:

• Be creative about what we provide locally. As well as traditional services, we will plan and commission activities that assist people’s independence, development, activity and enjoyment.

• Provide early-intervention services that prevent, delay, or reduce people’s need for care and support; or placement in a residential treatment facility.

• Identify and build on individual strengths and capabilities to allow people to live as independently as possible.

• Focus on overall health and wellbeing through health promotion, early intervention and prevention.

• Provide those using our services and their families, with the right information so they understand what support they can get and how to get it. This also means being clear on what they can’t get and any alternative options.

• Make sure that people can get the right support, at the right time, in the right way, from the right people.

• Allocate our resources effectively so that there are fewer gaps in the services we provide.

• Provide services that are flexible and responsive, enabling people to move between different levels of support.

• Recognise that partner organisations play a major role in improving the health and wellbeing of people in North Ayrshire.

To achieve our vision and the above aims, we know that we need to do things differently. This means changing the way we work with each other across our teams, across organisations, with our partners and in how we talk to and treat those who use our services and their families.

However, we also recognise the big financial and capacity challenges that we face now and in the next few years. This makes it even more important that we identify our priority actions: the areas where we will invest time, effort and money for maximum impact, in the next two or three years.
Values
Our values describe the way in which we will work with everyone to achieve our vision. All our work should be based on:

- A person-centred approach
- Respect
- Efficiency
- Care
- Inclusiveness
- Honesty
- Innovation.

Once we have signed up to the Charter for Involvement, we will begin to incorporate its 12 statements into our ways of working across Learning Disabilities Services and the wider Partnership in North Ayrshire.
CONTEXT FOR OUR STRATEGIC PLAN

In this section, we set out the background to the changes we are proposing in the plan. This means describing some of the main obligations, opportunities and challenges that we face nationally, in our communities and across our Partnership.

What do we mean when we talk about people with learning disabilities?
The Scottish Government says that a person with learning disabilities is someone who “has a significant, lifelong condition that affects their development”. That may mean he or she needs help with understanding information, learning skills and coping independently.

People with learning disabilities have different levels of need, and so the level of support they require will vary.
One person with learning disabilities may need only occasional support; another may only need support during periods of change or family crisis; another may want regular long-term support, perhaps on a daily basis; and others may require continuous support, especially if they have complex needs.

We believe that people are not defined by their disability and that they have many roles in life, for example, as family members, friends, parents, or as employees, employers and students, just like everyone else. Equally though, we do recognise that we have special obligations to provide support to people when it is required as a result of a learning disability.
What does the Government want us to do for people with learning disabilities?
Over the past 10-15 years, lots of work has been done by the Scottish Government, local authorities, the NHS and other organisations with an interest, to set out recommendations and expectations for Learning Disability services. All of these have implications for what we do in North Ayrshire.

‘The same as you?’ – A review of services for people with learning disabilities
In 2000, the Scottish Executive as it was then known, worked on a wide-ranging report that established a set of seven principles for providing learning disability services in Scotland.

1. People with learning disabilities should be valued. They should be asked and encouraged to contribute to the community they live in. They should not be picked on or treated differently from others.

2. People with learning disabilities are individual people.

3. People with learning disabilities should be asked about the services they need and be involved in making choices about what they want.

4. People with learning disabilities should be helped and supported to do everything they are able to.

5. People with learning disabilities should be able to use the same local services as everyone else, wherever possible.

6. People with learning disabilities should benefit from specialist social, health and educational services.

7. People with learning disabilities should have services, which take account of their age, abilities and other needs.

In 2012, the Government published a consultation report on ‘The Same As You?’ This said that although progress had been made, there was more to be done, particularly in the areas of health and in making sure that people with learning disabilities could live independently in the community wherever possible.

Health Needs Assessment – People with learning disabilities in Scotland 2004
This study found that although life expectancy is generally lower for people with learning disabilities, it is increasing. It also revealed that in the future there would be more people in general with learning disabilities and more people with the most severe learning disabilities across all age groups. It also said that existing public health initiatives and practices were unlikely to be able to close the ‘health gap’ and that more specific interventions were needed to meet the needs of those with learning disabilities. The report made 25 recommendations aimed at reducing health inequalities and promoting social inclusion.
The Scottish Strategy for Autism 2011
Autism Spectrum Disorder (ASD) and learning disabilities are different things of course. But a person with a learning disability can also have ASD, in which case all the themes in the ASD strategy should be relevant here. That is especially true for ensuring that people with autism (and their families and carers) should be involved at all levels of decision-making and addressing barriers to getting and keeping jobs.

The Scottish Government’s 2020 Vision
The Scottish Government is clear that by 2020 everyone should be able to live longer, healthier lives at home (or in a homely setting). Its vision is that we should all have access to a healthcare system that: is integrated with social care; focuses on prevention and supported self-management; makes sure that people get back home or to their community as soon as appropriate; and is provided to the highest standards of quality and safety, with the person at the centre of all decisions.

Reshaping Care for Older People: A Programme for Change 2011-2021
As with other similar policy initiatives, the ‘Reshaping Care for Older People’ programme is designed to “optimise the independence and wellbeing of older people at home or in a homely setting”. This means a shift in focus from institutional care to care at home, as well as towards models that are “fair, affordable and sustainable”. While not directly aimed at people with learning disabilities, many of this group will become older people and therefore, some of the programme’s desired outcomes around the need for co-production (defined by the SCIE as “people who use services being consulted, included and working together from the start to the end of any project that affects them”) and providing personalised care on outcomes/goals agreed with the person are directly relevant.

The Social Care (Self-directed Support) (Scotland) Act 2013
This Act aimed to empower people by giving them options to decide how much control and responsibility they wanted to take over their support arrangements. It meant that people should always be offered four choices for their support:

1. A Direct Payment (cash)
2. Funding allocated to a provider of their choice (sometimes called an individual service fund, where the Council holds the budget but the person is in charge of how it is spent)
3. The council can arrange a service on their behalf
4. Or, the person can choose a mix of these options for different types of support.
‘The Keys to Life’ improving quality of life for people with learning disabilities 2013

The Keys to Life Strategy was underpinned by a human rights approach: at its heart is the principle of including those with learning disabilities in the decisions affecting them. Across 50 recommendations, it made clear that people with learning disabilities should have a range of support and services to meet the following categories of need:

- **Everyday needs**: for example, a place to live, security, social and personal relationships, leisure, recreation and work opportunities.

- **Extra needs**: because of their learning disabilities. For example, support to make decisions, plan and learn skills, as well as help with communication, mobility or personal care and to understand information.

- **Complex needs**: for example, needs arising from both learning disabilities and from other difficulties such as physical and sensory impairment, mental health problems or behavioural difficulties.

The Public Bodies (Joint Working) (Scotland) Act 2014

On 1 April 2016, this piece of legislation brought together some NHS and local authority care services under one partnership arrangement for each area. The overall aim was to improve the support given to people using these types of services, and to take into account the mounting pressures resulting from increased life expectancy and the number of people with long term health conditions and disabilities. The report was influenced by another report, the Commission on The Future Delivery of Public Services from 2011, which said that the Scottish Government should:

- Prioritise preventative spending: spending more on helping people to live healthier and safer lives and less on hospital or specialist care later on.

- Empower individuals and communities, involving them in service design and delivery.

- Enable organisations to work closely together to deliver services.

- Improve efficiency by enabling organisations to work closely together to improve services.
Carers (Scotland) Act 2016  
This Act will come into force in 2017/18 and contains provisions designed to support carers’ health and wellbeing. These include duties for the Partnership to:

• Provide support to carers, based on their identified needs, according to local eligibility criteria, which defines who gets what. Development of eligibility criteria must involve consultation and involvement with carers and carer organisations.

• Have an information and advice service for carers, providing guidance on emergency and future care planning, advocacy, how to maximise income and carers’ rights.

• Publish a short breaks statement.

In late November 2016, DAS issued its report on what it means to have a disability in Scotland today. That document sets out statements of 80 people across Scotland living with a variety of disabilities, and offers several observations on the similarities of their experiences and particularly on discrimination.

Among many issues deserving attention nationally, the partnership in North Ayrshire was struck by many topics that are relevant locally and which have been picked up in its own recent discussions. These include limited access to employment, information and advice on finance, benefits and welfare rights, and a need for advocacy support to overcome barriers to achieving outcomes and living independently.

Summary implications of national policy and guidance  
We are clear that there are common themes in these policy drivers and research pieces:

• A need to seek the opinions of those using a service and their carers, to help shape the design and delivery of the services they receive and at a broader strategic level.

• Early intervention and prevention.

• Promotion of independence, choice and control.

While we can give examples of consultation with carers, we know that we need to put in place more formal processes to involve those using our services more meaningfully. This is especially important as we kick off some big changes locally, including plans to redesign and possibly relocate existing services.
We do not want to ‘fit’ people into services; rather, we want to design services and activities with, and around, people. We are committed to co-production which, we believe, will help ensure that specialist services are grounded in and relevant to the wider community.

We also know that we have to do a lot more to help people with learning disabilities to make choices and take control over their support. In particular, we need to make sure that people know about options for Self-Directed Support so that they can make a real choice.

**What’s happening locally in Learning Disabilities?**

**The learning disability population in North Ayrshire**

In 2016, the population of adults with learning disabilities known to us was just under 660 (90 registered at Fergushill Day Service, 54 at Hazeldene and 514 across the Learning Disability Assessment and Care Management teams). The GP registers in North Ayrshire have a slightly higher total, indicating that there are around 725 adults recognised as having a learning disability. There are potentially a variety of reasons for this discrepancy, but most likely it largely reflects some people do not receive or need services.
We know from the Learning Disability Statistics Scotland 2015 data that:

- Over 68% have personal life plans (above the national average of 60%).

- Just over half live with a family carer, compared to 38% nationally.

- 30% attend day centre facilities, above the 20% rate for Scotland as a whole.

- 10% are in supported employment initiatives, below the national figure of 15%.

- 8% are in further education equivalent to the national average.

- 7.5% live in care homes (slightly below a national average of 8%), 7% in supported accommodation (below the Scottish average of 16%) and just over half live in mainstream accommodation with no support commissioned, compared to 30% nationally.
Community facilities and activities for Learning Disabilities in North Ayrshire

Learning Disabilities Services locally are provided in many ways, from several facilities and across the whole North Ayrshire geography and occasionally beyond the local authority boundaries.

- **The Community Learning Disabilities Team:** provide a healthcare service to adults with learning disabilities in all our communities. The team includes specialist nurses, psychiatrists and psychologists, occupational therapists, physiotherapists, speech & language therapists, dieticians and art & music therapists.

- **Learning Disabilities Team:** based at Caley Court in Stevenston, they carry out assessments and agree the level and type of support required for people with learning disabilities across North Ayrshire. They also have responsibility for ‘Adult Support & Protection’ for people who have a learning disability.

- **Arrol Park Resource Centre:** the Assessment & Treatment facility for the whole of Ayrshire. There are 16 beds available for those individuals requiring a more intensive period of assessment and treatment than is possible in the community. Around 50% of people move through the service quickly, although some stay for months or years.

- **Castlecraigs:** a housing development owned by NAHSCP, with housing support delivered by our partners at Cornerstone. In total, 13 people live at Castlecraigs, all from North Ayrshire, with ages ranging from early 20s to early 60s. Residents have a mixture of learning disabilities, physical disabilities and/or a mental health diagnosis. Most residents will move on from Castlecraigs when appropriate.

- **Hazeldene:** based in Kilwinning, provides day opportunities with a particular focus on development of independent living and employability skills. Two job coaches are based at Hazeldene, who support adults with learning disabilities into supported employment or voluntary placements.

- **Fergushill Day Services:** based in Kilwinning, Fergushill offers day opportunities for up to 70 adults with learning disabilities. The centre provides support and guidance to a wider range of need than its sister site at Hazeldene, including for those with severe, complex and often physical and health needs.

- **George Steven Centre:** based in Kilbirnie and run by the Salvation Army together with NAHSCP, the centre provides an environment for adults with learning disabilities to learn new skills and explore relationships within a structured programme which includes looking after tenancies.
• **Taigh Mor**: an eight-bedded residential respite unit based in Beith, is operated by our partners Hansel Alliance. Around 140 people regularly use the facility, with needs ranging from mild to complex learning disabilities, and a physical disability in some cases.

• **Todhill**: we have a partnership with the Richmond Fellowship, who provide supported accommodation, care and support, respite and day services for people with a learning disability on the site in Stevenston.

• **TouchBase Ayrshire**: SenseScotland is developing a new fully accessible, flexible base in Ardrossan for people with learning disabilities. It includes facilities like an accessible kitchen, a sensory garden and personal care suites. The building is shared with Ardrossan Library, as an integrated community resource on doorstep.

The majority of the services are not delivered within these buildings and facilities. In fact, **more than half of our learning disability budget is spent on community packages**. These support people with learning disabilities to live independently in our communities, often through a range of voluntary and private sector provider organisations.

“I come here because I get to see my friends and make new ones.”
Service user, Hazeldene

“I like the atmosphere here. It’s noisy and fun.”
Service user, Fergushill

“It gives me something to do ... breaks up the day ... keeps me busy.”
Service user, Hazeldene
We know that most of the people using these services, and their families, like most of the existing facilities and appreciate the changes we are making to how we do some things. Those we spoke to before writing this document said that Castlecraigs, for example, is a positive and successful model of housing provision: the design enables support to be made available quickly if required, 24 hours a day, and means that most of the residents no longer need to have their own sleepover or waking night staff, allowing them to be more independent.

Many of the initiatives and activities the partnership runs are directly aimed at preventing illness or ill-health. For example, we work with the Royal National Institute of Blind People (RNIB) to operate Bridge To Vision, recognising that people with learning disabilities are 10 times more likely to have serious sight problems than other people. Open Wide does something similar for the dental health of our service users.

We can demonstrate that there has been an increase in the amount of physical activity and exercise our service users are doing, as well as increases in awareness and skills for healthy lifestyles (on diet, smoking, alcohol and drugs). The partnership has developed Walking Groups, walk leader packs and a walking toolkit with specialist Occupational Therapists. Regular groups are now well established within communities and existing services across Ayrshire, and evaluations have been positive.
Likewise, the Tri Rugby scheme has been well-received: this allows people with learning disabilities to play rugby in the same team as individuals without a learning disability. The Ayrshire & Arran Tri team is known as The Clan. Tri is now being used as a model across Scotland and is being supported by Scottish Rugby Union and the Scottish Government and was highlighted as an example of good practice within the ‘Keys to Life’ guidance.

Several of our service users mentioned that they are part of our Dance Groups too. These take place across Ayrshire which enables individuals with a learning disability to express themselves through the medium of dance. Under the banner of DanceAbility, classes have been running for five years now in a variety of settings, designed not only for enjoyment but to assist with movement.

In day services, staff keep environments bright and well-maintained, and use the communal spaces for a variety of activities, including arts and crafts, printing and publishing, and cooking and catering. There are also walking groups, other sporting and leisure activities and regular shopping trips. Hazeldene supports people to develop independent living skills and to take care of their own health and wellbeing, while the social enterprise activities offer employability skills.
We recognise that both Hazeldene and Fergushill as facilities are approaching the end of their useful lives as day centres. We intend to use the new premises at Tarryholme Drive to improve significantly on what is offered to service users at those sites: we cannot simply replicate what is provided currently in a new location.

The individuals and families using Taigh Mor for respite periods are more than satisfied with the service, mentioning that it ‘feels like a rest’, that they like the staff and the fact that they can go out on trips in the mini-bus, as well as the fact that the rooms now have DVD players.

Taigh Mor is in high demand, and often oversubscribed. Although the facility was set up to be used by individuals with medium to high needs, the reality is that many individuals using Taigh Mor have ‘Low’ support needs and a ‘Mild’ learning disability. The analysis suggests that we need to look at our eligibility criteria and how we apply these, as well as exploring other options for short breaks.

Staff and partners also told us that we needed to provide more school-based ‘resilience training’ for young people with learning disabilities to prepare them for adulthood. We intend to work with young people, their families and carers and colleagues from the Education & Youth Employment teams in North Ayrshire Council to review how the transition between childhood and adulthood for those with learning disabilities can be improved and better managed.

Overall, we recognise that the way we currently provide services is quite traditional; for example, offering building-based support when people may benefit more from greater involvement in local communities. Those who use our services, our staff and other partners have told us that:

- They would like to see more opportunities for development and progression for service users.
- People working within emerging social enterprises could move into employment, with the right support.
- The social enterprises could be more visible, located in other community settings or in retail units, enabling better integration and skills development and perhaps leading to ‘real’ jobs.

“It’s great…it’s like a holiday but near home.”
Service user, Respite Services at Taigh Mor
• They want more opportunities for learning via community courses, not just through specialist ‘Learning Disability’ courses.

• Those using our services want more flexibility and choice to plan their lives outside what feels like a ‘school day’. Day centres are not currently open in evenings and at weekends, which limits opportunities to make use of valuable space and facilities.

• We need to increase the range of available options for respite and short breaks, and options more generally on where and how people are supported to stay.

We are especially aware that there is a desire locally for many more accommodation options for people ranging from those who might need a period of intense support (but who would be expected to move on) to those who would need a consistently high level of support on an ongoing basis.

It’s clear that everyone wants to see different types of services and activities become available in the next few years. Our emerging plans to develop at Tarryholme Drive will help us do things differently and result in less need for building-based services, freeing up budget and staff for new developments and employment support.

Financial pressures
Like all public services in Scotland, NAHSCP faces financial pressures. We are already expecting to receive less money from the Government over the next few years, and in the short- to medium-term, we need to be able to cope with increased demand for our services. The number of people with learning disabilities in North Ayrshire and in Scotland as a whole is growing. Between 2014 and 2015, we saw an increase in the numbers of people receiving care, and a corresponding rise in costs in Learning Disabilities Services.

In 2016/17, the amount we expect to spend on services for people with learning disabilities is £16.5m. The table on the following page shows the forecasted demand for services in North Ayrshire over the next five years. We know we have around 660 active users of our service, and according to the most recent SCLD data, we anticipate this number increasing very slightly every year (around 0.4%). We know too that people with learning disabilities – happily – are living longer.
These are very simple forecasts. There is a big variation on what is spent on people with learning disabilities, depending on level of need – so that average figure of just over £25,000 per year is likely distorted by a small number of large care packages. We know too that projected increases in numbers will be affected by lengthening life expectancy for many of our learning disability clients, uncertainty of the numbers of users coming from the under 16 groups, and a small decline in the North Ayrshire population generally. And we have assumed that the average cost per client remains the same, to balance inflation against other small efficiency improvements in the service. Some of these are set out on the next page.

However, the table tells us that if we do very little else – and do not make any additional savings through what we do – we will see an increase in spend on Learning Disabilities Services of nearly £850,000 in the next five years. The consequence of this trend is that the amount of money spent on services for people with learning disabilities requires an increasing share of our total budget, or significant changes to the way we use that budget.

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<tbody>
<tr>
<td>LD service users</td>
<td>660</td>
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<td>Average cost per</td>
<td>£25,091</td>
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<td>service user</td>
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<tr>
<td>Projected budget, inc. inflation at 2.9%</td>
<td>£16,560,000</td>
<td>£17,125,089</td>
<td>£17,193,590</td>
<td>£17,262,364</td>
<td>£17,331,413</td>
<td>£17,400,739</td>
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</tbody>
</table>
Learning Disabilities Services

We know, based on feedback from people using our services and from colleagues in other parts of NAHSCP, that we set out on our strategic improvement plan from a position of strength:

- Integration between health and social care Learning Disabilities teams has been successful so far.
- Trust across the joint service is strong and we have a good track record so far in collaborating.
- There is strong commitment to core NAHSCP values.
- We have a wide range of skills to offer people with learning disabilities in North Ayrshire.
- Our staff, from senior managers to frontline (public-facing) care workers, are well-regarded and very knowledgeable about those who use our services. They definitely ‘go the extra mile’.
- Everyone appreciates the need for change in the service and people are enthusiastic and excited about the opportunities.

But we also know that there are some areas in which we need to improve:

- There is a widespread view that the service in North Ayrshire is ‘over-protective’ and ‘paternalistic’, that we often do things for people rather than with them. That means that we are not always encouraging independence, or choice and control.
- The culture is also characterised by a reluctance to change or challenge service user or carers’ behaviours where they slow down or stop independence. Several staff mentioned in this review that we accommodate carers’ or wider families’ desire for stability or continuity rather than trying something new.
- We are responsive to people’s needs, but also reactive. We need to anticipate and plan more, and to do this we need better information. Currently, our access to full and accurate data across the partnership is limited.
- Some policies, such as eligibility, need to be refreshed and applied more effectively, with early intervention and prevention playing a central part.
- We need to do much more to promote Self-Directed Support (SDS) options to encourage people to take up this option.
- We need to consider and develop Learning Disabilities Services specific values and behaviours, ensuring that we work together, and make best use of the wide-ranging skills that we have.
- We have more to do on our assistive technologies and tele-care support offerings.
- We need to do more work on defining and measuring success for those who use our services and support.
The circles below set out a number of challenges and opportunities facing NAHSCP as we seek to develop Learning Disabilities Services in North Ayrshire. We discussed these challenges with some staff during the development of this strategic plan.
We have already mentioned some of the challenges displayed on the previous page. In particular, the impact of changes to the buildings we use to deliver some of our services; and the financial implications of increased demand from population growth and increased life expectancy for people with learning disabilities.

Our staff are also dealing with other pressures, many of which are operational, like building on the success so far of our integration of Health & Social Care services locally. There is also a need to make sure that our ways of working appear seamless to those using our services, that our systems talk to each other to give accurate information about the people and organisations we work with; and that we continue to attract and develop excellent staff to work in the area of Learning Disabilities services.

None of these things are easy, and they take time. Alongside this, decreasing staff levels and increasing workloads mean that there is a lack of capacity to develop new projects and services.

This is another reason why it is vital that our strategic plan focuses on the high-level priorities that will achieve the best outcomes for people with learning disabilities in North Ayrshire.

“The move to an outcomes-based approach is welcomed but takes time and we need to make sure that we help service users and carers to understand it better.” Staff member, Community Learning Disability Team
WHAT WE NEED TO DO

In this section, we recap on what we know and describe the priorities we intend to focus on over the next two to three years.

Summary
Our work to develop this strategic plan shows that services in North Ayrshire have strong foundations:

- We have a good balance of care, with most learning disability clients (around 85% of our 660 users) living in the community, helping our move towards self-directed support.
- Formal integration between health and social care has been successful to date.
- There are opportunities to strengthen the service we offer with the development of Tarryholme Drive.
- There is widespread acknowledgement, at all levels, of the need to transform our services and to explore new ways of working. There is also widespread enthusiasm to progress national and local priority activities.
- People who use our services, their families and carers, are broadly supportive of the changes we are making to the services we provide; we recognise we need to communicate and involve them more in our decision-making.
But there are still significant areas for improvement:

• Our culture is characterised by ‘doing for’ not ‘enabling’ client independence; limited throughput and lack of change or reduction in support suggests that we encourage dependence and are not focused enough on achieving personalised outcomes.

• We are not accurately setting expectations for clients, families and carers, nor are we following our own guidance on eligibility criteria. This means that we are probably doing more than we should for some people, impacting on independence.

• A long-term Commissioning Strategy for Learning Disabilities has yet to be developed, and there has been limited work done to influence commercial activity in this area to date.

• We need to focus on the impact of anticipated growth in demand for Learning Disabilities Services locally. Overall, we need to make the available money go further.

• There is a definite need to prioritise. Our senior managers are responsible for several big initiatives around ‘estates and accommodation’, service redesign, continued integration between Health and Social Care and ongoing budget challenges. The transformation implied by these changes has not been mapped out in detail.

Tarryholme Drive and other facilities

We are already planning to allocate an amount of time and money to big ‘estates and facilities’ issues in the next two years, including taking advantage of our recent purchase of the old Red Cross House at Tarryholme Drive. Although this is a pan-Ayrshire facility, it will allow us to develop and improve our community-based care for people with Mental Health issues and learning disabilities more generally, and more quickly than originally planned.

We also believe that it gives us a good opportunity chance to make other improvements to Learning Disabilities services and facilities in North Ayrshire. Introducing a new, large, flexible facility into our community will allow us to make changes to the size and shape of other services in North Ayrshire – including how people are supported more to live independently. This means that we can change what we provide locally and how our staff use their time. We may even be able to make some savings in running costs, which can be invested in other learning disabilities and care services.

“The advantage of the new facility at Tarryholme Drive is that it offers a bigger footprint and a better location.”
Senior staff member, NAHSCP
Our key priorities
We intend to focus on six main priorities over the next two years (from early 2017 through to early 2019). These are:

1. To assist with meaningful engagement and communication with those using our services in a period of significant change, we intend to sign up to the Charter for Involvement developed by the National Involvement Network (NIN). The Charter will commit us to involving people in the services they receive, in the organisations that provide their services, and in our wider community. The Charter includes 12 guidelines to make sure that anyone receiving care has as much control as possible over the help they get, highlighting the importance of independent living and being involved in their communities. That means our service users realising their aspirations in day to day practice, seeing their relevance accepted and actioned beyond just what Learning Disabilities Services provides. We will seek approval to sign up for the Charter from the Integration Joint Board which oversees NAHSCP in early 2017.

2. We will re-design our services to make sure that they are focused on those who need our support. These should be easy to access, provided fairly, delivered efficiently, and effectively. We need to make sure that the aspirations described within the 12 statements are evident in everyone’s day to day lives, and that their relevance is accepted and made real beyond just what Learning Disabilities Services provide. That will probably mean more options and different kinds of services. In line with the Charter for Involvement, we will involve those using our services in their redesign.

3. We will develop a Commissioning Strategy for Learning Disabilities provision in North Ayrshire. This means developing a plan that identifies what we actually need locally for learning disabilities, and sets out how the partnership will provide, buy or collaborate to make these things available. We then want to create what is called a framework: a contract for lots of providers to provide those services or activities. In early 2017 we will explore whether this should take the form of a wider ‘Community Support’ initiative to include Learning Disabilities, Mental Health and Physical Disabilities services. However, in general, we want to focus more on developing these types of services locally, as well as on innovative ways of working here in North Ayrshire. This will include establishing a providers’ forum for Learning Disabilities locally, as requested by our partners during this review.

4. We will work with partners locally to create greater opportunities for ‘meaningful activity’. Everyone involved in developing this strategic plan was clear that – as we redesign and reshape the services we provide, what is especially important is that we open up more activities beyond traditional day services. We want all those with learning disabilities in North Ayrshire to live ordinary lives: but to do that we need to find or create new learning experiences in schools, colleges and universities locally. We also need to work closely with our partners at North Ayrshire Council on skills development projects for those using our services, and to make the most of all local opportunities for appropriate full- or part-time employment.
5. We will progress changes to our ‘Property and Facilities’, using the purchase of Tarryholme Drive to prompt the redesign and reshaping of local services. Now that we have bought this new pan-Ayrshire facility in Irvine, we will have more space to provide services and activities for people with learning disabilities and other needs. We are excited by this development and want to make the most of it for people who need our support in North Ayrshire: it gives us a good opportunity to look at our buildings and accommodation options and ask whether they are of a high enough standard, are in the right place, available at the right time, staffed by the right people and offering the right things. Again, we are very keen that everyone using these services contributes to the discussions.

6. Finally, we will make sure that our staff have the right training and equipment to support those who use our services, not only in the right way, but also at the right time. To do this, we will review training, as well as the make-up and locations of our teams to create new workforce models and making sure that staff are available in the right places, wherever they might be. We will also improve the quality of the statistical and insight data that we capture to provide better management information, forecasting and budgeting.

In the next section of the report, we describe the actions that we will take to make sure that we achieve these priority aims, including devoting the majority of our senior managers’ time to making the changes happen.
**OUR PLAN**

*Here, we set out a high-level set of activities that the partnership will plan and resource in more detail for the period 2017-18.*

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<tr>
<td>Developing service user engagement and involvement process</td>
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<td>Cfl implementation plan</td>
<td>User groups for LD</td>
<td>Agreed priorities for reshaped LD services</td>
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<td>Cfl paper to IJB</td>
<td>Workshop sessions</td>
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<td>Develop LD strategy 2019-2024</td>
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<tr>
<td>Redesigning user-focused services</td>
<td></td>
<td></td>
<td>Summary of processes</td>
<td>Redesign policies / processes</td>
<td>Guiding principles</td>
<td>Consult on changes</td>
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<tr>
<td>Developing a Commissioning Plan and framework agreement for Learning Disabilities</td>
<td></td>
<td></td>
<td>Agree scope</td>
<td>Develop plan</td>
<td>Procure</td>
<td>Roll out framework</td>
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<td>Workshop sessions – internal and external</td>
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<tr>
<td>Developing more opportunities in learning, skills and employment</td>
<td>Workshop sessions</td>
<td>Feasibility of using vacant property</td>
<td>Paper on meaningful activity</td>
<td>Change support plans</td>
<td></td>
<td>Report on enhancing learning skills</td>
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<tr>
<td>Using changes to Property and Facilities to reshape local services</td>
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<td>Co-locate LD</td>
<td>Feasibility of using vacant property</td>
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<td>Comms on Tarryholm Dr plans</td>
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<td>5-year view on property</td>
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<tr>
<td>Developing our staff to support our users at right time and in the right way</td>
<td>LD data strategy</td>
<td>LD KPI set</td>
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<td></td>
<td>LD detailed demand projection</td>
<td>Workforce model</td>
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<td>Training needs</td>
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**Priority theme 1: Developing service user engagement and involvement processes**

*We will formally involve service users in the services they get, in the organisations that provide their services, and in our wider community. We will sign up to The Charter for Involvement developed by the National Involvement Network (NIN).*

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<tr>
<th>Action</th>
<th>Outputs</th>
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<tbody>
<tr>
<td>Work with the National Involvement Network (NIN) to develop a plan for adoption of Charter for Involvement (CfI) in North Ayrshire, this means defining what it means and its implications for us locally</td>
<td>CfI implementation plan</td>
<td>July 2017</td>
</tr>
<tr>
<td>Develop paper to Integration Joint Board (IJB) for approval for CfI adoption in North Ayrshire</td>
<td>Committee paper for IJB</td>
<td>July 2017</td>
</tr>
<tr>
<td>Identify and develop local service users and carers for ongoing engagement and involvement in NAHSCP learning disabilities work</td>
<td>User groups for North Ayrshire Learning Disabilities</td>
<td>August 2017</td>
</tr>
<tr>
<td>Communicate and roll out CfI principles across Learning Disabilities and other services</td>
<td></td>
<td>March 2017</td>
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<tr>
<td>Facilitate co-production of new NAHSCP learning disabilities policies and processes</td>
<td>Workshop events for service users</td>
<td>August 2017</td>
</tr>
<tr>
<td>Involve service users, carers and interested partners on redesigning and reshaping Learning Disabilities properties and facilities</td>
<td>Agreed priorities for reshaped services</td>
<td>December 2017</td>
</tr>
<tr>
<td>Support participation and engagement of learning disabilities groups and carers in development of Learning Disability Strategy</td>
<td>Learning Disabilities Strategy 2019-2024</td>
<td>September 2018</td>
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</table>
**Priority theme 2: Redesigning user-focused services**

*We will re-design services, ensuring that they are focused on those who need our support: promoting choice and control, consistent with Early Intervention & Prevention, and building on the strengths and assets of people and communities.*

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<thead>
<tr>
<th>Action</th>
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<tbody>
<tr>
<td>Review all relevant policies and processes for learning disabilities in North Ayrshire</td>
<td>Summary of policies &amp; processes</td>
<td>August 2017</td>
</tr>
<tr>
<td>Facilitate co-production of new NAHSCP learning disabilities policies and processes</td>
<td>Workshop events for service users</td>
<td>August 2017</td>
</tr>
<tr>
<td>Agree guiding principles for redesign of policies and processes (e.g. all have to be easy to access, provided fairly, delivered efficiently and effective)</td>
<td>Guiding principles for service redesign</td>
<td>July 2017</td>
</tr>
<tr>
<td>Review how we provide access to information, advice and advocacy to people for assessments and reviews: we want to enable people to participate fully and plan their support effectively</td>
<td>Workshop events for service users</td>
<td>September 2017</td>
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<tr>
<td>Explore new ways of ensuring people person-centred creative support plans are developed and implemented</td>
<td>Suggested changes to assessment and review</td>
<td>July 2017</td>
</tr>
<tr>
<td>Develop approach for long-term management of demand for Learning Disabilities services</td>
<td>LD demand management approaches and plan</td>
<td>June 2017</td>
</tr>
<tr>
<td>Identify improvements to ‘transitions’ processes between children &amp; young people and adults in North Ayrshire</td>
<td>Suggested changes to Transitions approaches (workshop)</td>
<td>September 2017</td>
</tr>
<tr>
<td>Agree and implement changes to eligibility criteria and application</td>
<td>Approved changes to eligibility criteria</td>
<td>July 2017</td>
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<tr>
<td>Agree and implement changes to Respite Services provision</td>
<td>Approved changes to Respite Services</td>
<td>September 2017</td>
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<tr>
<td>Review all supported living packages</td>
<td></td>
<td>April 2017</td>
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<tr>
<td>Revise approaches to Self-Directed Support promotion and take-up</td>
<td>Redesigned SDS approaches</td>
<td>August 2017</td>
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**Priority theme 3: Developing Commissioning Plan & framework agreement for Learning Disabilities**

*We will develop a Commissioning Strategy for Learning Disabilities provision in North Ayrshire, and create a framework for providers to promote real choice for service users.*

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<th>Action</th>
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<tr>
<td>Determine approach to commissioning for Learning Disabilities in North Ayrshire: include decision on whether it is standalone or part of a ‘Community Support’ plan with Mental Health &amp; Physical Disabilities</td>
<td>Agreement on scope of Commissioning Plan</td>
<td>July 2017</td>
</tr>
<tr>
<td>Facilitate co-production of relevant Commissioning Plan with service users, carers and families</td>
<td>Workshop events for service users</td>
<td>August 2017</td>
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<tr>
<td>Develop relevant Commissioning Plan: defined as “deciding how we will use total Learning Disabilities resource available for service users, carers and partners in order to improve outcomes in the most efficient, effective, equitable and sustainable way”</td>
<td>Commissioning Plan</td>
<td>August 2017</td>
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<tr>
<td>Set up market engagement sessions with providers of relevant services and activities in North Ayrshire, wider area</td>
<td>Engagement sessions with local and national providers</td>
<td>August 2017</td>
</tr>
<tr>
<td>Work with staff and providers to demonstrate how they can maximise choice and control for people they support/potentially support</td>
<td>Agreements with providers on SDS, choice &amp; control</td>
<td>September 2017</td>
</tr>
<tr>
<td>Work with providers to review policies and procedures to ensure these don’t get in the way of people living ordinary lives</td>
<td></td>
<td>September 2017</td>
</tr>
<tr>
<td>Explore Local Area Coordination, Brokerage and Asset Based Community Development approaches and consider how such approaches could benefit people in North Ayrshire</td>
<td>Contributions to development of a Community Support framework</td>
<td>September 2017</td>
</tr>
<tr>
<td>Develop commercial mechanisms, knowledge and skills to ensure SDS is increased in order to give people maximum choice and control</td>
<td>Community Support framework</td>
<td>September 2017</td>
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<tr>
<td>Create a framework agreement for Learning Disabilities (or wider community support arrangements)</td>
<td>Community Support framework</td>
<td>September 2017</td>
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Priority theme 4: Developing more opportunities in learning, skills and employment

We will work with partners locally to create greater opportunities for ‘meaningful activity’: that will cover learning, skills development and employment.

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<th>Action</th>
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<tr>
<td>Facilitate involvement of service users, carers and families in defining requirements for ‘meaningful activity’ developments in North Ayrshire</td>
<td>Workshop events for service users</td>
<td>August 2017</td>
</tr>
<tr>
<td>Consider and clarify benefits implications of additional employment and learning opportunities to service users</td>
<td>Paper on ‘meaningful activity’ for Learning Disabilities in North Ayrshire to IJB</td>
<td>August 2017</td>
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<tr>
<td>Explore schemes such as Skill Swaps to ensure that our people are valued in the community</td>
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<td>August 2017</td>
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<tr>
<td>Ensure that people actively engage in the development of their support plan: and that it includes ‘meaningful activity’</td>
<td>Revised support plans</td>
<td>August 2017</td>
</tr>
<tr>
<td>Explore possibilities of learning disabilities social enterprises using North Ayrshire Council high street properties to increase exposure and develop better community links</td>
<td>Feasibility study into use of vacant Council or commercial properties</td>
<td>August 2017</td>
</tr>
<tr>
<td>Work with the Council’s Economic Development and Youth Employment teams to increase or expand innovative employment schemes locally e.g. social enterprises, self-employment, apprenticeships and internships</td>
<td>Report on enhancing learning, skills development and employment in North Ayrshire</td>
<td>August 2017</td>
</tr>
<tr>
<td>Work closely with CPP partners (especially the Council and NHS) to provide more opportunities for full and part time placements, apprenticeships and jobs locally</td>
<td></td>
<td>August 2017</td>
</tr>
<tr>
<td>Work closely with Ayrshire College, the University of the West of Scotland and our own schools to develop appropriate courses and make mainstream courses more accessible</td>
<td></td>
<td>August 2017</td>
</tr>
<tr>
<td>Ensure Government employment support is maximised e.g. Access to Work and Job Centre Plus</td>
<td></td>
<td>August 2017</td>
</tr>
</tbody>
</table>
Priority theme 5: Using the Partnership’s changes to Property & Facilities to reshape local services

We will progress changes to the Partnership’s ‘Property & Facilities’, using the purchase of Tarryholme Drive as a catalyst to redesign and reshape local services.

<table>
<thead>
<tr>
<th>Action</th>
<th>Outputs</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete purchase of the former Red Cross House in Irvine</td>
<td>Communications event, briefing on NAHSCP and learning disabilities estate consultation</td>
<td>March 2017</td>
</tr>
<tr>
<td>Develop and issue high-level communications on plans for the estate across North Ayrshire</td>
<td>Communications event, briefing on NAHSCP and learning disabilities estate consultation</td>
<td>August 2017</td>
</tr>
<tr>
<td>Progress with plans for co-location of community Learning Disabilities team in North Ayrshire</td>
<td>New shared space for office-based Learning Disabilities teams</td>
<td>September 2017</td>
</tr>
<tr>
<td>Explore possibilities of learning disabilities social enterprises using North Ayrshire Council high street properties to increase exposure and develop better community links (should link with Hazeldene and Fergushill business cases)</td>
<td>Feasibility study into use of vacant Council or commercial properties</td>
<td>August 2017</td>
</tr>
<tr>
<td>Involve service users, carers and interested partners on redesigning and reshaping other Learning Disabilities properties and facilities across North Ayrshire</td>
<td>Workshop events for service users</td>
<td>September 2017</td>
</tr>
<tr>
<td>Explore alternative accommodation options and liaise with key stakeholders across North Ayrshire</td>
<td>Contribution to Council Housing Plan</td>
<td>September 2017</td>
</tr>
<tr>
<td>Begin fit out and redesign of Tarryholme Drive</td>
<td>5-year forward view on services and facilities for Learning Disabilities in North Ayrshire</td>
<td>September 2017</td>
</tr>
<tr>
<td>Issue detailed plans on redesign of property and facilities for Learning Disabilities in North Ayrshire</td>
<td>5-year forward view on services and facilities for Learning Disabilities in North Ayrshire</td>
<td>December 2017</td>
</tr>
<tr>
<td>Begin moves into Tarryholme Drive</td>
<td></td>
<td>Mid 2019</td>
</tr>
</tbody>
</table>
**Priority theme 6: Developing our staff to support service users at the right time and in the right way**

*We will ensure our staff have the skills and tools to support service users at the right time and in the right way.*

*We will review training needs, develop new workforce models and bring teams together in the one location where possible.*

<table>
<thead>
<tr>
<th>Action</th>
<th>Outputs</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carry out a data audit across the Learning Disabilities teams in the partnership (and with GPs) – ensuring that we are developing accurate, timely, accessible and secure information on our service users, services and facilities</td>
<td>Learning Disabilities data strategy</td>
<td>February 2017</td>
</tr>
<tr>
<td>Develop detailed projections on likely Learning Disability demand</td>
<td>Learning Disabilities demand projections</td>
<td>June 2017</td>
</tr>
<tr>
<td>Map people, services and facilities to check whether the right people are in the right place doing the right thing to maximise use of resources</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop and roll out a set of Key Performance Indicators for senior managers in Learning Disabilities and the wider NAHSCP</td>
<td>KPI set</td>
<td>July 2017</td>
</tr>
<tr>
<td>Undertake a Training Needs Analysis for our Learning Disabilities staff, partners and other relevant NAHSCP colleagues</td>
<td>Training Needs Analysis</td>
<td>July 2017</td>
</tr>
<tr>
<td>Develop workforce models for Learning Disabilities staff (where, when, what staff and how many of them) for 2017-2022</td>
<td>Workforce model</td>
<td>September 2017</td>
</tr>
<tr>
<td>Determine succession plan for senior staff</td>
<td>Determine plan for LD staff</td>
<td>September 2017</td>
</tr>
</tbody>
</table>
MONITORING PROGRESS

In this section of the report we describe how we will measure the success of the changes that we have set out in this document.

We will manage the progress of this strategic plan through the Learning Disability Group, which reports into our overall Change Programme Board, and ultimately to the Integrated Joint Board.

Those who use our services will be represented on the Learning Disabilities Strategy Board, embedding co-production from the start.

Implementation sub-groups will be established to put specific sections of the plan into action: for example, implementing our commitment to the Charter For Involvement or developing the commissioning strategy and subsequent framework for learning disabilities provision.

Regular consultation will take place with local learning disabilities groups and organisations, those who use our services, and their carers, throughout the lifetime of this strategic plan to make sure we achieve the desired outcomes.

To ensure delivery of all of this activity, we will employ a full-time project manager for the period 2017-2019.
APPENDIX A – GLOSSARY

We set below definitions of words or phrases we have used in this report.

Access: The availability of services – “getting the care you need”.

Advocacy: The process of supporting someone to say how they feel about an issue that affects them or that they are concerned about. It might be about supporting someone in a meeting, helping someone to express their rights, helping someone to access service and information or helping someone to explore different options.

Asset-based approach: Mobilising the skills and knowledge of individuals and the connections and resources within communities and organisations, rather than focusing on problems and challenges. The approach aims to empower individuals, enabling them to rely less on public services.

Assessment: Reviewing someone’s health and care needs, considering circumstances of an individual, his/her family or community when looking at future plans.

Benchmarking: A method used to measure performance by comparing it to similar organisations.

Care plan: A single, overarching plan that records the outcome of discussion between the individual and our health and care professionals. It should be accessible to the individual in whatever form is suitable to them.

Carer: Someone who spends a large amount of their time providing unpaid support to family or friends. This could be caring for a relative, partner or friend who is ill, frail, disabled or has mental health or substance misuse problems.

Choice and control: Choice and control is about shaping services to meet people’s needs, rather than allocating people to fit around services.

Co-location: Co-located services are those that are established physically and organisationally as part of an integrated service. Co-location can help develop integrated working at a service user’s level.

Commissioning: A process in which a service works out need, assesses that need against what is being provided and buys services through contracts.

Community care: A network of services provided by health and social care partnerships, in conjunction with the NHS and independent sectors to support people.

Co-production: Co-production means that the people who use services are consulted, included and actively involved from the start to the end of any project that affects them. Co-production means being equal partners and co-creators.
Demography: Demography is the science of human populations – their size, composition and distribution – and the process through which populations change.

Deprivation: A measure of material poverty based on a number of criteria such as income, economic circumstances and environment.

Dietician: Dietetics is the interpretation and communication of nutrition science to enable people to make informed and practical choices about foods and lifestyle in health and disease.

Early intervention: Getting help for problems when they start which can prevent them developing into a more serious illness or situation.

Health inequality: The term used to describe the fact that people living in deprived areas usually have poorer health than people living in better off areas. This can also apply to differences in the health of the people of various ethnic groups. Social inequalities operate through an unequal distribution of multiple resources, including income, wealth and power.

Independent living: Independent living means having the same freedom, choice, dignity and control as other citizens at home, at work and in the community. It does not necessarily mean living by yourself or fending for yourself. It means rights to practical assistance and support to participate in society and live an ordinary life.

Independent sector: The independent Sector encompasses individuals, employers and organisations contributing to needs assessment, design, planning, commissioning and delivery of a broad spectrum of health and social care, who are wholly or partially independent of the public sector. This includes care homes, private hospitals and home care providers as well as consultancy and research work.

Integration: Integration is the combination of processes, methods and tools that make integrated health and social care possible.

Integration Joint Board: The IJB is responsible for planning, resourcing and overseeing the health & social care services in North Ayrshire. As well as partnership staff, it has representatives from NHS Ayrshire & Arran, North Ayrshire Council and the voluntary sector.

National Involvement Network (NIN): The Network promotes, implements and supports ongoing participation for people who use services in the organisations that provide support for them.

North Ayrshire Health & Social Care Partnership (NAHSCP): Was set up in April 2015 with the aim of making sure that “all people who live in North Ayrshire are able to have a safe, healthy and active life”. It is made up of a range of people with experience in providing health, social care and other support services in North Ayrshire. NAHSCP also includes some of the people who use these support services in our communities.
**Personal outcomes:** Personal outcomes are about the impact or end-result of services, support or activity on a person’s life.

**Personalisation:** Personalisation is a means of giving service users more control over the services and support they receive, and includes Self Directed Support (see next column), asset management and co-production. Personalisation strengthens the idea that the individual is best placed to know what they need and how those needs can best be met. It means that people can be responsible for themselves and can make their own decisions about what they require, but that they should also have information and support to enable them to do so.

**Person-centred:** Person-centred is an approach to working with people which respects and values the uniqueness of that person and puts his or her needs and aspirations firmly at the centre of the process.

**Preventative interventions:** Actions taken to support people to do things for themselves as much as possible.

**Reablement:** Reablement is about giving people the opportunity and the confidence to relearn or regain some of the skills they may have lost as a result of poor health, disability, impairment or entry into hospital or residential care. As well as regaining skill, reablement supports service-users to gain new skills to help them maintain their independence.

**Self-Directed Support (SDS):** The support individuals and families have after making an informed choice on how resources can be used to meet the outcomes they have agreed. There are four options that partnerships have a duty to offer:

1. We make a direct payment to the supported person in order that the person can then use that payment to arrange their support
2. The supported person chooses their support and the partnership makes arrangements for the support on behalf of that person.
3. The partnership selects appropriate support and makes arrangements for its provision.
4. A combination of options 1, 2 and 3 for elements of a person’s support.

**Strategic Commissioning:** Strategic Commissioning is a way to describe all the activities involved in assessing and forecasting needs, matching investment to agreed outcomes, planning future services; and working with partners to put these in place.

**Supported living:** Supported living is an alternative to residential care or living with family members that enables adults with disabilities to live in their own home with the help they need to be independent.

**Telecare:** Telecare is technology that can be used to help service users live safely and independently in their home.
Further Information
Comments or questions about this strategy, including requests for support information or documentation, should be made to:

North Ayrshire Health and Social Care Partnership
Cunninghame House
Friars Croft
Irvine
KA12 8EE