



REPORT TO: East Lothian Integration Joint Board

MEETING DATE: 24 June 2021

BY: Chief Officer

SUBJECT: Community Transformation Programme, Adults with Complex Needs Under 65

1 PURPOSE

- 1.1 To inform the Integrated Joint Board of the principles and strategy to deliver the recommendations of the Community Transformation programme which encompasses day opportunities for adults with complex needs.

2 RECOMMENDATIONS

- 2.1 The IJB is asked to:
- i. Agree the principles set out in 3.2; and
 - ii. Agree the strategy set out in 3.3 and note that the proposals will be brought to IJB in September 2021.

3 BACKGROUND

- 3.1 The Community Transformation Programme was presented at an IJB Development session in May 2021 in order to provide the IJB with an opportunity to discuss and consider the options for delivery of the recommended model and consider the wider financial and policy implications. The discussion paper is attached in the appendices.
- 3.2 The proposed key principles underpinning future day service from April 2022 are:
- Commissioned to deliver local services, based on individual needs and assessed outcomes, shifting the balance of service delivery to the community and making the best use of the potential of Self Directed Support
 - Reduction in carer stress
 - Provided within East Lothian unless there is a clear rationale for using out of area services

- Building based services to be delivered to those only with the most complex needs which will be established by agreed criteria
- Effective governance arrangements, for both internal and externally provided services, based on genuine partnerships with third sector, social enterprises and communities which ensure high quality innovative day opportunities making effective use of community assets

3.3 The proposed strategy to deliver the service model is in two linked phases, firstly a review of existing assets to identify areas for redistribution of investment which will then facilitate investment in community models from April 2022.

3.3.1 Asset review:

- Bring forward proposals to redistribute investment in high cost service arrangements (e.g. Transport) from April 2022 to allow for investment in community based approaches; discussions are already underway with East Lothian Council fleet services
- Complete an options appraisal for future building based services for adults with complex needs under 65. This process will ensure full engagement of users, carers, providers and ELHSCP staff, in firstly developing the options and then carrying out an appraisal of these. This will include an Integrated Impact Assessment.

3.3.2 Community models:

- Carry out an evaluation of the pilot 'Resource Co-ordinator' service and finalise service design and costs for commissioning a service from April 2022
- With East Lothian Works and the Local Employability Programme, develop employability support models for young adults with complex needs and finalise service design and costs for commissioning a service from April 2022
- Finalise service design and costs for commissioning community based mental health support and employability support from April 2022
- Finalise proposals for the purchase and implementation of a digital travel app which will support independent travel

4 POLICY IMPLICATIONS

4.1 There are a number of policy and process that will need to be put in place by the HSCP to facilitate the implementation of the proposed model and programme recommendations.

- Development and endorsement of a policy which delivers local services, matched to assessed need across East Lothian, or an offer of equivalence, within the framework of Self Directed Support

- Development and endorsement of an associated transport offer
 - Updating the eligibility policy taking into consideration the recommendations from the Independent Review of Adult Social Care and any implications for charging.
 - The emerging national strategy “Learning/Intellectual Disability and Autism: Recovery and Transformation Plan”
 - Development of a Transitions policy and protocol
 - It is also recognised that the ongoing delivery of this programme of work will have a relationship with other HSCP improvement programmes including the redesign of social work services, and the improvement of the client information system
 - Development of new commissioning approaches for example Public Social Partnerships (see appendices for further information)
- 4.2 The Scottish Government approach to the implementation of the Feeley report, the Independent Review of Adult Social Care, is awaited. However all of the programme proposals align with the principles and ambitions of the report, including a shift to preventative models, community based support and new approaches to commissioning.

5. INTEGRATED IMPACT ASSESSMENT

- 5.1. An initial Integrated Impact Assessment was carried out. There is requirement for the Transformation Programme to undertake a further Integrated Impact Assessment, in relation to the options appraisal. Recent training has increased capacity for this to be carried out internally, with the support of Healthcare Improvement Scotland.

6 DIRECTIONS

- 6.1. The relevant direction for this programme of work are:

D02j Transitions for Young People into Adult Services
 D18d Shared Lives Service Implementation
 D18g Adults with Complex Needs Review

7. RESOURCE IMPLICATIONS

- 7.1 Financial – when the programme was commissioned there was no expectation that it would deliver financial efficiencies; rather the aim was to redesign services to increase capacity and flexibility to meet growing demand, ensure cost avoidance and deliver best value.
- 7.1.1 The total expenditure on day services for under 65 in 2018/19 was circa £4 Million and is complex; SDS allows people to make a choice about how they arrange support. It can be a direct payment, funding allocated to a provider of choice, the council can arrange a service, or an individual can choose a mix of options. There are different funding and contractual arrangements for commissioned providers– some are block funded,

some are charged per client, and there are different funding systems for transport for many of these arrangements.

7.1.2 The increased cost of delivering the current adapted service model is forecast to be an additional £330k in 2021/22, due to the impact on the additional care at home spend required to support those with a Learning Disability or Mental health needs who have been assessed as amber or green and this pressure will continue whilst services have to adhere to physical distancing and infection and control measures.

7.1.3 Year on Year costs associated with Transitions and the National and Scottish specific statistics and returns such as National Statistics, Pupils in Scotland, published annually by the Scottish Government suggest an average of 25 young adults a year requiring assistance from adult social care.

There has been 1 individual per year with extremely complex needs, and our understanding of the emerging picture is that we should anticipate this being an ongoing and recurring situation. The care arrangements for some of these young adults is in the region of £300,000+ per annum per person.

Current Financial Implications of Transitions

Year	No. of Young Adults who Transitioned	Full Year Costs
2019/2020	21 who required service	750,192
2020/2021	18 who required service	680,225
2021/2022	32 (referrals)	Indicative costs to date £350,000
2022/2223	11 identified to date	Indicative costs to date £360,000

7.1.4 In April 2021 the IJB Budget Development Session highlighted a number of financial pressures and proposed a number of service transformation ideas: including service redesign in line with the proposed service model; opportunity to reduce use of internal transport services for Resource Centres and some older people services as well as future cost avoidance: projections of the statistically reported growth in the young adult population of individuals with learning disability, indicate an estimated 10% pressure year on year arising from transitions.

7.2 **Personnel** – Staff (5) from adult resource centres are currently redeployed to deliver the pilot Resource Co-coordinator Service for people with Learning Disabilities.

7.3 **Other – Internal Services**

As discussed in the presentation to the IJB development session on 28th January 2021 consideration is required in relation to the continued delivery of internal services, at the reported higher cost, or agreement that ELHSCP seek to outsource services to the third sector market, and reinvest the released revenue into the proposed blended models of service delivery. Direct Service provision does allow the HSCP a level of security through the knowledge of an available service to those for whom other service providers have been unsuccessful and historically internal services support those with the most complex needs. However, for complete transparency in our forthcoming commissioning, it is necessary to reflect that this comes at additional cost. This will be considered in the Options Appraisal process.

7.3.1 Transport – Within the Health and Social Care Partnership transport has been utilised in the form of private taxi contracts or buses provided by ELC fleet services to support service users to predominantly access older people lunch clubs or adult day services.

Historically, ELC fleet services have provided the majority of transport for those service users accessing building based services at a cost of circa £500,000 per annum.

Prior to COVID, approximately 92 service users were using transport to access both Learning Disability and Older People services on a weekly basis and buses were also used to support service users to access activities.

Since the outbreak of COVID-19, the lunch clubs and adult day's services were closed and a centre based service was only provided at Port Seton and Tynebank for those assessed at the highest risk, however we continue to pay for fleet services. Tynebank and Port Seton Resource Centres continue to access council transport approximately 10 hours per week for 5 service users. This is a weekly cost of £6,681pw.

As it is likely that services will change, this will have a direct impact on the level and type of transport required and as identified within the recommendations the provision of transport needed to be reviewed and in order to meet the wider objectives to meet delivery of community hubs, integrating people within their local communities, alternative community based transport models will need to be developed and commissioned to include more supported and independent travel opportunities.

ELC Fleet services are committed to vehicle contracts until 2023, however, an early release from this arrangement would free up revenue for re-investment into alternative community based services. However, it is recognised any decision to give notice on the current arrangement will have financial and employer impacts for East Lothian Council.

8 BACKGROUND PAPERS

8.1 See appendices:

1. IJB development session paper
2. Transformation Programme recommendations

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APPENDIX 1: PAPER PRESENTED TO IJB DEVELOPMENT SESSION

REPORT TO: East Lothian IJB Development Session

MEETING DATE: 27 May 2021

BY: **GILLIAN NEIL**
GENERAL MANAGER, LEARNING DISABILITY,
MENTAL HEALTH AND SUBSTANCE USE SERVICES

SUBJECT: **COMMUNITY TRANSFORMATION PROGRAMME,**
ADULTS WITH COMPLEX NEEDS UNDER 65

1 PURPOSE

- 1.1 *To inform the Integrated Joint Board of the work undertaken through full community and stakeholder engagement to deliver a model for the transformation of community based services.*
- 1.2 *To provide the IJB with an opportunity to discuss and consider the options for delivery of the model of and range provision, with associated financial and policy considerations*
- 1.3 *To discuss the longer term impact of COVID-19 on the delivery and cost of community day services for both under and over 65s.*

2 RECOMMENDATIONS

The IJB development session is asked to:

- *consider the range of options available to deliver/ implement the recommendations*
- *consider the limitations and implications which may apply.*

3 BACKGROUND

3.1 *The Community Transformation Programme was commissioned to consider services for adults with complex needs under 65 in 2018 because of:*

- *Feedback from service users and carers regarding the limitations of the existing service options and choice within East Lothian, causing growth in the preference of individuals and/or families to secure services out with the county*
- *Limitations of services to offer meaningful activity, denying people the opportunity of employment or other means of contributing to society*
- *Limitations of services to meet aspirations and ambition of individuals and their families, and difficulty in delivering personal outcomes*
- *Limited means of personal development to allow independence from services*

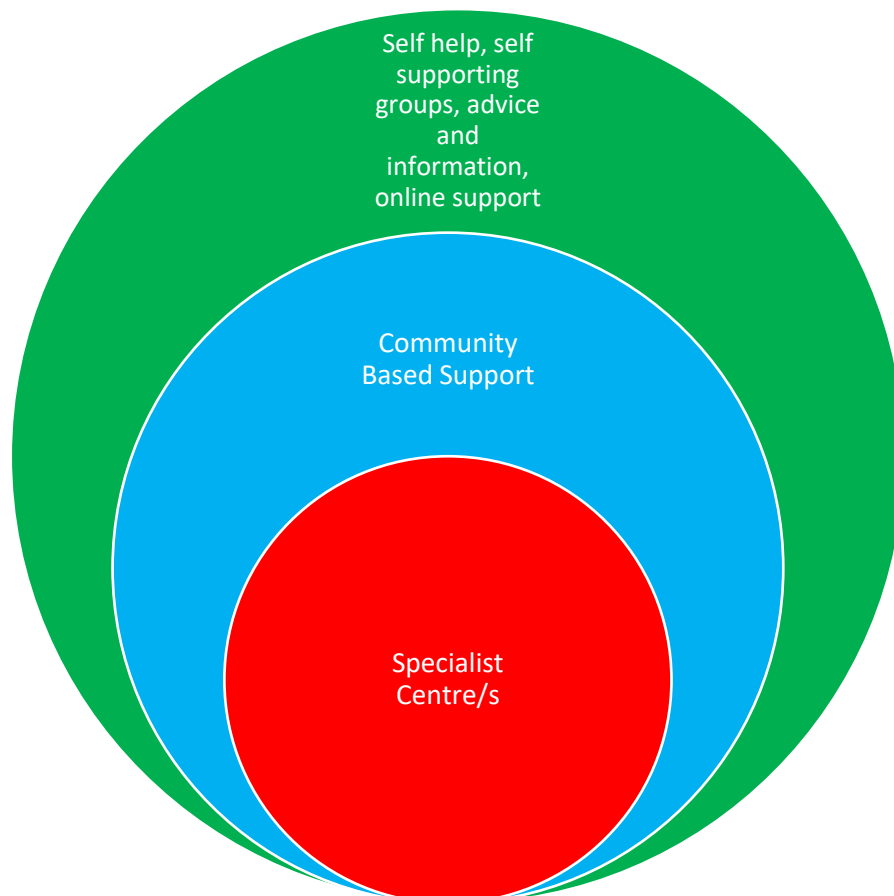
- *Increased demand and finite capacity of day services and forecasted demographic growth*
- *Year on year pressure to meet needs of young people in transition*
- *Increased cost of transport arrangements without any increase in accompanying flexibility*
- *Outdated model providing mainly building based services.*
- *Deficit based and risk averse model of service*
- *Reduction in availability of service outwith East Lothian as neighbouring HSCPs seek to respond to the needs of their own populations*
- *Lack of control or ability to reduced exposure to financial pressure*

3.2 *The original scope of the programme was for people over 16 with Learning Disabilities, Physical Disabilities, Sensory Impairment, Mental Health support needs and Autism who attended community day services. Since the COVID-19 pandemic, Older People's day services has now been included as an additional strand of work within the programme, to reflect cross cutting themes of community capacity, resources, transport and commissioning models. Older People's day services are considered in a separate paper.*

3.3 *Since the Transformation Programme commenced at the end of 2018, a range of work has been completed including:*

- *Comprehensive needs assessment and data analysis*
- *Extensive programme of community engagement and consultation*
- *Capacity building with providers*
- *Negotiation of outcome and final recommendations and service model (using the 'double diamond' approach) with both the Reference and Engagement Group and Change Board for Adults with Complex Needs*
- *Exploration with the iHub (Improvement Hub of Healthcare Improvement Scotland) on service design and to develop new commissioning models.*

3.4 Proposed service model



- 3.4.1 *The diagram gives an overview of the proposed model. There are three main layers which fit together; the change required is about shifting the balance between these layers. The vision is to have supports which allow people to move towards being as independent of services as possible. Therefore the green outer ring, which is for everyone with complex needs, is focused on advice, information and self-help and would not be commissioned by ELHSCP. These may also be self-supporting groups, or social activities within particular communities, or with specific groups. Many of these services already exist but often people with complex needs require support to be linked in with them locally.*
- 3.4.2 *This is complimented by community based support, which forms the blue middle ring on the diagram. This element of support will be based in new community hubs and spaces across East Lothian. It will be a mix of vocational and social based activities, groups, creative and educational focused input, and self-help and enablement.*
- 3.4.3 *Thirdly, a specialist centre, or centres, will be available for those who need some buildings based support. This may be for people with profound and multiple complex needs, very complex learning disabilities, or autism and for people with behavioural challenges or those with a physical disability/degenerative condition for whom building based support is necessary.*

- 3.4.4 *The proposed model aligns with national policies and guidance (these are highlighted in the needs assessment) and the strategic plan for the Partnership including a focus on early prevention and intervention; reducing isolation; promoting self-directed support; addressing health inequalities; working with people to maintain, improve or maximise independence; and building capacity in the community using a 'Place Based' approach. The proposals also align with the recommendations from the Independent Review of Adult Social Care.*
- 3.5 *Planning regarding bridging funding to be put in place to facilitate the shift to the new model were in the advanced stages and were due to be reported to SPG/IJB in March 2020; this did not happen because of COVID-19.*
4. **Impact of COVID-19**
- 4.1 *The onset of the global pandemic has accelerated the move to more community based services, one of the core recommendations of the Community Transformation programme. However, commissioned community supports continue to face challenges in their delivery of services as result of the COVID-19 pandemic. The infection control requirements have led to a reduction in the physical numbers of both service users and staff in building based services. Initially the assumption was that the changes as a result of COVID-19 would be short term but as the pandemic continues it is clear that the planning assumption has to be that these requirements will need to be in place for a considerable period of time.*
- 4.2 *The Strategic Planning Group agreed in November 2020 to support continuation of funding to community support providers as per their contractual agreement for 2020/21 in order to support their immediate sustainability. Any decline in the availability of community service provision would only create further pressure on families and carers, the care at home workforce and the care at home budget.*
- 4.3 *In response to COVID-19 a further needs analysis was undertaken including a comprehensive analysis of all service users who previously received day support services noting their permanent Packages of Care, interim arrangements and associated costs. Users were 'RAG' rated (red, amber, green. Red equating to highest risk) to establish those with the highest level of need. Users were mapped across the Connected Community areas.*
- 4.4 *This included analysis of current provision against commissioning agreements in light of Scottish Government guidance and liaison with providers to support them to reshape services. Providers are largely offering alternative services to their traditional buildings based services enabling critical respite, 1:1 support in the community where safe and reduced capacity of buildings based services for critical cases only. 4.5 There has been a significant reduction in people attending buildings*

based services: the internal Resource Centre services are operating at 45% occupancy. Mental Health community providers have predominantly adapted to providing digital supports but there is growing evidence of extensive unmet need in the community.

- 4.5 A pilot 'Resource Co-ordinator' service has been implemented for people with Learning Disability under 65: Funding for this role was agreed in October 2020 by the Financial Overview Group as part of the remobilisation fund. The amount agreed for 20/21 was £37k and £155k for 21/22. These roles were a key recommendation of the Community Transformation programme and will help to identify potential community spaces, and organisations that could be used for meaningful activity to meet personal outcomes when lockdown and COVID restrictions are eased. Immediate need and opportunity identified in the first instance for a Resource Co-ordinator role to support outcomes of people with Learning Disability who no longer require building based services – reconnect with friendships, building community connections and capacity, maintaining skills and interests, opportunity to develop new ones and complement existing community provision. Four Day Service Officer staff and a Senior Day Service Officer from internal Learning Disability day services have been given the task of gathering in depth intelligence on green and amber service users and will use this to help shape plans for what community resources will be required and shape the model of service provision to be used in commissioning.*
- 4.6 The next piece of work for the Resource Coordinators will focus on asset mapping of available resources e.g. spaces in the community and the development of small test for change sites in the community. This initially will take place in Tranent, Port Seton and Gosford due to recent core and cluster housing and requirement for support. This will involve close links with the Connected Communities Managers along with third sector colleagues including community provision and care at home/housing support. Once this work is completed the most appropriate contractual arrangements with our community providers will be decided in partnership with all stakeholders. Another strand of work is to explore barriers to supported travel and the options to address this, including investment in a digital application.*
- 4.7 The final piece of work for the Resource Coordinators will be to gather further intelligence about service users who access externally commissioned community supports to explore how supports could be developed locally and to connect people with similar interests. This will be completed by November 2021.*
- 4.8 COVID-19 has had a major impact on mental health and the demands on services have increased significantly. Emerging evidence from the Health Foundation reveals a widening of pre-existing inequalities in mental health and suggests that COVID-19, and the response to the pandemic, could have a significant impact on mental health through increased exposure to stressors. Additional investment in community mental health support is required urgently and services need to be reshaped to meet increasing demand and complexity. A Mental Health review is underway and there needs to be a greater level of*

understanding and partnerships between the third sector and statutory services.

- 4.9 Community services for people with mental health support needs have definitely adapted well with a 'blended ' approach, delivering significant levels of service via video conferencing, telephone or socially distanced services with high levels of satisfaction reported from many users. However this has put pressure on staffing resources and some people's isolation has increased significantly. The ongoing development of services will reflect on lessons learned from the pandemic and it will be necessary to continue with a blended model for this user group.*
- 4.10 Extending Shared Lives is key pillar of developing new day opportunities for all groups and a recruitment campaign for new carers is planned for June 2021. Shared Lives carers are self-employed but supported by Partnership. Shared Lives is a form of community/family based model of care that provides long term, short breaks and day support within Shared Lives Carer's homes. It is based on relationships, sharing family, social networks and community life and delivers safe and highly personalised care and support.*
- 4.11 The employment market has been drastically affected by COVID. The programme team are working with East Lothian Works to develop new models for supporting adults with complex needs into paid employment. This includes young people who are leaving children's services and considering how to meet the 'No-one left behind' agenda, the Scottish Government's strategy to deliver more effective and joined-up employability support across Scotland.*

5 ENGAGEMENT

- 5.1. An extensive two year engagement programme was undertaken to engage with relevant stakeholders from September 2018 to current, through questionnaires, consultation events and themed workshops. A wide range of users, carers and stakeholders attended these events held throughout East Lothian and the outputs from this engagement was core to shaping the proposed model of service.*
- 5.2 A Reference and Engagement group continues to meet to provide guidance on the programme of work and the group signed off the recommendations and proposed model*
- 5.3. Since COVID, additional engagement with carers has taken place with the support of Carers of East Lothian.*
- 5.4 There is commitment for additional support for engagement activities from partners in Healthcare Improvement Scotland, Carers of East Lothian and other third sector providers.*
- 5.5 In addition Planning & Performance are currently commissioning a further piece of work with an external provider to carry out additional engagement work focussing on communities and recognising the important role of the Health & Wellbeing groups of the Area Partnerships. The programme team are committed to working in partnership with the 3rd sector and communities.*

6 POLICY IMPLICATIONS

- 6.1. *There are a number of policy and process that will need to be put in place by the HSCP to facilitate the implementation of the proposed model and programme recommendations.*
- *Development and endorsement of a policy which delivers local services, matched to assessed need across East Lothian, or an offer of equivalence, within the framework of Self Directed Support*
 - *Development and endorsement of an associated transport offer*
 - *Updating the eligibility policy taking into consideration the recommendations from the Independent Review of Adult Social Care and any implications for charging.*
 - *The emerging national strategy “Learning/Intellectual Disability and Autism: Recovery and Transformation Plan”*
 - *Development of a Transitions policy and protocol*
 - *It is also recognised that the ongoing delivery of this programme of work will have a relationship with other HSCP improvement programmes including the redesign of social work services, and the improvement of the client information system*
 - *Development of new commissioning approaches for example Public Social Partnerships (see appendices for further information)*
- 6.2 *The Scottish Government approach to the implementation of the Feeley report, the Independent Review of Adult Social Care, is awaited. However all of the programme proposals align with the principles and ambitions of the report, including a shift to preventative models, community based support and new approaches to commissioning.*

7 INTEGRATED IMPACT ASSESSMENT

- 7.1. *An initial Integrated Impact Assessment was carried out and is contained within the electronic document pack. There is requirement for the Transformation Programme to undertake a further Integrated Impact Assessment, which will consider the issues raised at the development session and in the planned consultation events. Recent training has increased capacity for this to be carried out internally, with the support of Healthcare Improvement Scotland.*

8 DIRECTIONS

- 8.1. *The relevant direction for this programme of work are:*

D02j Transitions for Young People into Adult Services

D18d Shared Lives Service Implementation

D18g Adults with Complex Needs Review

9 RESOURCE IMPLICATIONS

9.1 **Financial** – when the programme was commissioned there was no expectation that it would deliver financial efficiencies; rather the aim was to redesign services to increase capacity and flexibility to meet growing demand, ensure cost avoidance and deliver best value.

9.1.1 The total expenditure on day services for under 65 in 2018/19 was circa £4 Million and is complex; SDS allows people to make a choice about how they arrange support. It can be a direct payment, funding allocated to a provider of choice, the council can arrange a service, or an individual can choose a mix of options. There are different funding and contractual arrangements for commissioned providers– some are block funded, some are charged per client, and there are different funding systems for transport for many of these arrangements.

9.1.2 The increased cost of delivering the current adapted service model is forecast to be an additional £330k in 2021/22, due to the impact on the additional care at home spend required to support those with a Learning Disability or Mental health needs who have been assessed as amber or green and this pressure will continue whilst services have to adhere to physical distancing and infection and control measures.

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There has been 1 individual per year with extremely complex needs, and our understanding of the emerging picture is that we should anticipate this being an ongoing and recurring situation. The care arrangements for some of these young adults is in the region of £300,000+ per annum per person.

Current Financial Implications of Transitions

Year	No. of Young Adults who Transitioned	Full Year Costs
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9.2 **Personnel** – *Staff from adult resource centres are currently redeployed to deliver the pilot Resource Co-coordinator Service for people with Learning Disabilities*

9.3 **Other – Internal Services**

As discussed in the presentation to the IJB development session on 28th January 2021 consideration is required in relation to the continued delivery of internal services, at the reported higher cost, or agreement that ELHSCP seek to outsource services to the third sector market, and reinvest the released revenue into the proposed blended models of service delivery. Direct Service provision does allow the HSCP a level of security through the knowledge of an available service to those for whom other service providers have been unsuccessful and historically internal services support those with the most complex needs. However, for complete transparency in our forthcoming commissioning, it is necessary to reflect that this comes at additional cost.

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Since the outbreak of COVID-19, the lunch clubs and adult day's services were closed and a centre based service was only provided at Port Seton and Tynebank for those assessed at the highest risk, however we continue to pay for fleet services.

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As it is likely that services will change, this will have a direct impact on the level and type of transport required and as identified within the recommendations the provision of transport needed to be reviewed and in order to meet the wider objectives to meet delivery of community hubs, integrating people within their local communities, alternative community based transport models will need to be developed and commissioned to include more supported and independent travel opportunities.

ELC Fleet services are committed to vehicle contracts until 2023, however, an early release from this arrangement would free up revenue for re-investment into alternative community based services. However, it is recognised any decision to give notice on the current arrangement will have financial and employer impacts for East Lothian Council.

10 BACKGROUND PAPERS

10.1 See appendices

Transformation recommendations

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DATE	<i>25 May 2021</i>

Appendix 2:

Programme Recommendations under 65

1. *Develop specialist services that require building bases. These will have extended opening hours for people with complex needs. The buildings based services will be open to those with profound and multiple disabilities, people with complex physical disability who may require rehabilitation and people with LD and/or autism who require safe physical spaces to express themselves. This will involve developing a highly skilled workforce who are able to maximise the inclusions of individual users of service.*
2. *With partner providers develop new and/ or build on existing community based hubs with, where appropriate, particular focus for certain groups. This will include individuals with mental health support needs to ensure a range of provision across different geographical locations. All new developments are to be fully accessible. All business models needs to be compliant with the rage of SDS options, including individual budgets. Feedback has consistently been that people want to develop and maintain friendships and social contact. People also want to have opportunities for meaningful activity and to be able to do this in community settings.*
3. *Develop employment and vocational services. There needs to be a range of options such as evidence based programmes e.g. Project Search and/or IPS (Individual Placement Support). There also needs to be opportunities for paid and non-paid opportunities with flexible responses that maximises peoples' chances to develop skills.*
4. *Resource Co-ordinators to be created to help people access opportunities which build skills for independence. These supports need to be county wide and develop effective and engaged relationships with localities.*
5. *Work with Area Partnerships and East Lothian Council to identify assets, for example land or buildings, through the use of community benefit clauses. These and other opportunities need to support the development and sustainability of community groups.*
6. *All support services to develop flexible and high quality sustainable workforces. This needs to include an extension to core business hours.*
7. *All providers to be supported to collaborate in the development of a skilled and high quality workforce across the county. This will include the development of quality standards for the knowledge and skills base that we aspire to for services working in East Lothian, in line with the agreed principles for this change programme.*
8. *The provision of transport to be reviewed and to be a development of policy to ensure policy is equitable and applicable for all. Alternative community based transport models will be developed and commissioned to include more supported and independent travel opportunities.*
9. *A One Stop Shop Model for advice and information to be developed in partnership with the third sector and community groups. The purpose is to*

provide additional ways of accessing advice, info and support across East Lothian, with the option to attend drop-in sessions or to meet with staff as well as an on-line facility.

- 10. A continued involvement and commitment to engage with carers and people who use community services. Through the implementation of the Carers Act support the involvement of carers across the change programme.*
- 11. Hold the right reviews, by the right person at the right time. People using day supports and services will be reviewed timeously in response to a change in circumstances or as part of a regular review to ensure that outcomes are being met. All reviews will adopt a more co-ordinated approach to avoid duplication and will involve the individual and in line with their preferences, relevant others.*
- 12. Work with a range of stakeholders, service users and carers to develop a best value quality assurance group, which will inform continuous evaluation and feedback, to support improvement on an ongoing basis.*
- 13. Develop a commissioning model(s) that maximises the outcomes for individuals and or communities and supports partnership development. Examples of this are Public Social Partnerships, Light touch Commissioning, Alliance Contracting.*