



<b>Meeting of East Renfrewshire Health and Social Care Partnership</b>	Integration Joint Board
<b>Held on</b>	22 June 2022
<b>Agenda Item</b>	11
<b>Title</b>	Future of East Renfrewshire Learning Disability Day Opportunities Redesign & Transport
<b>Summary</b>	
<p>This report sets out the work we have been doing to ensure our day services continue to provide essential support through a person centred approach and the changes we wish to embed in relation to transport arrangements and plans for the future.</p>	
<b>Presented by</b>	Tom Kelly, Head of Adult Services – Mental Health and Recovery
<b>Action Required</b>	
<p>The Integration Joint Board is asked to:-</p> <ul style="list-style-type: none"> <li>• note the content of the report</li> <li>• agree the transport plan</li> </ul>	
<b>Directions</b>	<b>Implications</b>
<input type="checkbox"/> No Directions Required <input checked="" type="checkbox"/> Directions to East Renfrewshire Council (ERC) <input type="checkbox"/> Directions to NHS Greater Glasgow and Clyde (NHSGGC) <input type="checkbox"/> Directions to both ERC and NHSGGC	<input checked="" type="checkbox"/> Finance <input checked="" type="checkbox"/> Policy <input checked="" type="checkbox"/> Workforce <input type="checkbox"/> Equalities <input type="checkbox"/> Risk <input checked="" type="checkbox"/> Legal <input checked="" type="checkbox"/> Infrastructure <input type="checkbox"/> Fairer Scotland Duty

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**EAST RENFREWSHIRE INTEGRATION JOINT BOARD**

**22 June 2020**

**Report by Chief Officer**

**FUTURE OF EAST RENFREWSHIRE  
LEARNING DISABILITY DAY OPPORTUNITIES REDESIGN AND TRANSPORT**

**PURPOSE OF REPORT**

1. The purpose of this report is to update the Integration Joint Board on the work we have been doing to ensure our day services continue to provide essential support, and in particular, the transport arrangements and plans for the future. In March 2022 we updated the HSCP Directorate Management Team on the status of the service. IJB members will recall that during the difficulties experienced throughout the period of Omicron, day services were reduced to support all essential services.
2. The service has incrementally increased provision in the previous months and is progressing in line with our Phase 2 plan which has included a number of new ways of working which are more resilient and person centred and we intend to continue on this journey. This report looks to update the IJB but also to seek agreement on changes we want to embed in transport arrangements.

**RECOMMENDATION**

3. The Integration Joint Board is asked to note the content of the report and agree the transport plan and policy.

**BACKGROUND**

4. Pre-pandemic East Renfrewshire Day Opportunities provision consisted of a blend of building based support, projects and workshops with 65 individuals having a 'placement' within the service. This has been a static group of service users who continually attended groups / activities / events within the service and for some of those their 'placement' included transport to and from the buildings. Additionally, a variety of projects were facilitated offering short term placements (the duration of which was dependent on need/assessed outcome but always of a fixed term nature). In the calendar year 2019 just over 200 individuals accessed Day Opportunities projects/groups/activities.
5. The other main service provided was in-reach into Woodfarm High School working with the senior school pupils from Isobel Mair School. This involved workshops preparing young people for adulthood with the option of attending a placement in one or more of the projects. Transport was not required / provided for these young people.
6. Pre-pandemic reshaping of the service was underway however, there was a consistent level of apprehension and concern about changes from the families/carers of those who had a permanent placement. Any movement on this was when an individual decided to leave the service or their needs changed to the extent that they were no longer able to access the service. The experience of the last two years has, by exploring different approaches, illustrated to us all, service users, carers/families, and our team, services can be provided differently and that accessing a building is not the central pillar of achieving good outcomes. In short the building has become more of a hub and resource to enable wider opportunity in our local communities.

## REPORT

### Current Service and Future Model

7. The service historically provided transport to some of those with a permanent placement whereby people would be collected from their home address, bussed to one of the resource centres and bussed home at the end of the session. .
8. Individuals could spend upwards of two hours per journey on a mini bus to be brought to a resource centre with potential onward travel to attend their activity, travel back to the centre and then travel home. The journey could be noisy and upsetting and travel plans could be disrupted in response to the prevailing situation on the transport. Planned activities for the day could not commence until those arriving by bus arrived at the building base meaning those not arriving by bus could be forced to wait, which had the potential to disrupt other activity within the buildings.
9. In 2018 two wheelchair adapted cars were purchased to provide more opportunities for those with mobility issues. This mode of transport provides greater flexibility in terms of service provision. An electric vehicle was introduced to the service in early 2020 and last year a people carrier was introduced.
10. Since the onset of the Coronavirus Pandemic the service has been operating differently, involving supporting people within their local communities and homes on an outreach basis.
11. Going forward our intention is to retain this blended model and will look to engaging more with young people, aged 14.5 upwards. This aligns our evolving approach to transitions for those leaving school with an emphasis on support to explore and find meaningful further education, employment, activity and development of independent living skills. As such the configuration of staffing and the skills required need to adapt. This is described in the workforce development section of this report. Should transport be required to facilitate wider engagement of young people as part of transitions we would be looking to implement the approach we describe later in this paper in order to ensure we focus on individual outcomes.
12. The process of providing support to individuals on an outreach basis affords an opportunity to modernise the service and create more opportunities for a greater number of individuals. There is a small cohort of individuals who do require a building based service due to their own particular circumstances and level of need. The number of service users who require support with transportation is relatively small.

### Engagement with Carers and Supported People

13. Carers and supported people have been working with us throughout the various stages of the pandemic. This engagement has taken two forms, regular dialogue about the current and future shape of the service with an already established carers group and individual conversations with people and their families about their own individual circumstances. In taking this approach we have been able to develop individual support plans throughout the restrictions including transport arrangements to and from community based activity and building based options. It is important to recognise that, for some, there is an anxiety about a potential loss of one or both buildings and a move too far towards community and individual support however we believe we can achieve a mixture of support options important to all. To do so we will require to retain both buildings but aim to fundamentally change the usage to a hub model which supports the new ways of working.

14. Ongoing engagement will be an important part of how we develop the services and will include a number of opportunities for our supported people and carers to suggest and try different options and ways of doing things which will help us shape the broader possibilities, we see this very much as using our resources to maximum benefit.
15. We will work in conjunction with East Renfrewshire Carer's Centre to facilitate ongoing consultation with the people who use our services and their carers/family members.

#### Registration and Governance

16. The Care Inspectorate have been apprised of the situation at all stages and have been granting temporary variation to the registration to reflect our outreach model. This has been extended and the Inspectorate have advised the service requires to be registered as a 'Care at Home' service. Although this is not the correct term it does reflect the community aspect of the services we are implementing. In line with this staff would require to register with the SSSC (Scottish Social Services Council) which has not been the case up until now.

#### Future Model and Workforce Development

17. Our teams have been pivotal to the delivery of services and have adapted to new ways of working not just because of necessity but also because there is a recognition that we cannot return to the model previously in place. Our teams have now been operating in a very flexible way and we believe this is essentially more person centred.
18. As a first step job descriptions have been revised to appropriately reflect the community based nature of the role, on par with care at home staff. This will enable us to take forward the wider plans to explore new more individual ways of working less focussed on the buildings themselves and the historical transport arrangements and more focussed on the aspirations of the people we support. Costs related to workforce development were approved by DMT.
19. We are also proposing that all staff become registered with the SSSC and that the HSCP meets the cost of the first year registration fee (in keeping with previous commitment by HSCP to staff where re-grading has resulted in registration requirements).
20. New ways of working have also brought opportunities for staff development in terms of adapting and developing skills. This is being supported with coaching, mentoring, peer support and training. Staff have always been encouraged to work collaboratively with the users of the service to suggest ideas for projects (e.g. the Bling costume jewellery project) and this has continued over the past two years, an example being the use of digital technology to support group activities. As the service transforms staff will be supported by us to develop new skills, expand on their existing expertise have the competence and confidence to work in a service that maximises opportunity for development, encourages creativity and is flexible enough to respond to changing need and demand.

#### Provision of Transport

21. Historically the service provided transport to a number of service users which involved pick up and drop off runs across the HSCP area in large wheelchair converted vehicles. This stopped in March 2020 and has not re-started partly because of the difficulties in respect of infection control and partly because alternative arrangements have been implemented including use of service users own cars and the adapted vehicles utilised by the service.

22. There is no obligation to provide transport to and from the service and no existing policy on the provision of transport.
23. Infection control will require to be maintained going forward and it is likely we will see ongoing infection outbreaks for some time to come. This and alternative arrangements questions the need for these types of large vehicles and the concept of transporting people in the high risk category together, on long journeys. This model also requires staff hours which, in a more individually focussed service, could be better used to provide direct individualised support.
24. The large vehicles require a specific driving license category which prior to 1997 was held by anyone who passed a manual standard driving test. The impact of this has not been felt given the age profile of our staff however, as staff with these licenses retire, new staff will require to undertake a specific test. It is important to recognise this is not something all staff will feel confident or wish to do and adds a further complicating factor to the ongoing running of these vehicles.
25. We are therefore proposing to adopt a policy of not providing transport as a standard offering to all and instead offer transport to those who have no other means of accessing the service. This approach will mean the types of vehicles required will also change. We are proposing to dispose of the two large vehicles but retain the existing smaller people carriers, 4 of which are adapted for wheelchair access, and 1 electric vehicle. In addition we propose to lease/hire additional cars and adapted vehicles as we require them therefore ensuring we have a range of vehicles which reflects the service being delivered with greater flexibility.
26. In terms of cost, the existing budget is approximately £54k and is underspent given large buses are not being used, we would wish to use this budget flexibly to establish the best fit in respect of vehicle needs going forward. We also believe this aligns with our obligations to reduce carbon emissions and greener alternatives. There remains ongoing resource implications associated with retaining the larger vehicles as they require to be serviced every six weeks and staff time is needed to take them for a long run every week to maintain the battery.
27. Each person who uses the service has unique abilities and requirements in terms of travel. All people who use the service have a mobility component included in their State Benefits. Some people have a bus pass and some have a Motability vehicle and within the latter group some people's families and/or carers use the Motability vehicle as the 'family car'.
28. The criteria we propose for use of transport as part of the service is;
  - Where an individual has a Motability vehicle but can't use it due to working parent/carer working at allocated drop off/pick up time.
  - Where an individual has a Motability vehicle and the parent/carer is a non-driver.
  - Where an individual has a Motability vehicle and the parent/carer has difficulty supporting them in the vehicle.
  - Where the individual would require an escort to use a taxi.
29. We would not normally provide transport where,
  - an individual lives within walking distance of the Centres
  - an individual is able to use public transport.
  - an individual has a Motability vehicle and none of the points above apply.
  - an individual has the mobility component of PIP (or legacy DLA) – use of taxis for 2 days maximum.

30. The service will continue to be flexible in terms of support with transport requirements, for example where a carer is unavailable due to health care issues or other circumstances, we would keep this under review. Equally worth noting is that our new model of service delivery provides us with greater flexibility in terms of responding to changing needs, exceptional circumstances or crisis situations.

## CONSULTATION AND PARTNERSHIP WORKING

31. In terms of staff partnership meetings have continued throughout the duration of the pandemic and the changes in how support is provided a main point of discussion as this has been constantly evolving as restrictions have changed. We have also been working with colleagues in staffside and HR in a consultation process with staff in the grade 4 and 5 roles. A new job description has been created that reflects the changes in how service provision, this has been shared with all parties and following a further period of consultation will now go through the job evaluation process.
32. From the onset of the first lockdown the service has been in regular communication with those who use the service and with carers and families – the frequency by mutual agreement. In addition we have had regular meetings with representatives of the carers group via MS Teams whereby queries from the wider group would be submitted and discussed in depth and a summary of the meeting would be collated by us and circulated afterwards. In addition we have been providing updates on the service detailing at each stage how services would be provided and how we envisage service provision moving forward which has brought us to this stage and shaped the service as it now currently stands. As the service evolves and we explore new ideas with service users and carers we intend to develop a further engagement and consultation process with all of those who use our services, their carers, families and stakeholders in collaboration with East Renfrewshire Carer's Centre and community engagement staff from the HSCP. We aim to have August 2022 and to provide feedback following evaluation in September. As part of the ongoing work around transitions we are supporting the parents and carers of 2023 school leavers (from Isobel Mair in the first instance) to establish a forum which will help us inform how the service continues to involve. Colleagues in Education are going to carry out a similar exercise with final year students.

## IMPLICATIONS OF THE PROPOSALS

### Finance

33. The annual transport budget is £54,500. During the last two financial years the spend has been approximately half of the budget, which has been almost exclusively arising from the cost of maintaining the two minibuses, ie, 6 weekly servicing, MOT, insurance and petrol used to ensure the engine and battery are maintained. By dispensing with the minibuses we anticipate a reduction in transport costs of at least 30% which can be re-invested in a more flexible approach.
34. The current cost of registration for staff is £25 annually. Fully staffed the service employs 32 people therefore the cost to the HSCP will be £800 for the first year only, staff will be expected to meet the annual registration cost thereafter (this is an essential criteria in the new job description). The latter costs have already been agreed by the DMT.

### Workforce

35. We have been working with colleagues in staffside and HR in a consultation process with staff in the grade 4 and 5 roles. A new job description has been created that reflects the changes in how service provision, this has been shared with all parties and following a further period of consultation will now go through the job evaluation process.

Infrastructure

36. There will be changes to the vehicle fleet as outlined in the report. We will continue to use the building as flexibly as possible.

Policy

37. Moving forward we propose that our policy is that provision of transport is based on assessed need, in line with the criteria outlined earlier in this paper.

Legal

38. A permanent variation to the service's care inspectorate registration to a 'Care at Home' model will be progressed.

**DIRECTIONS**

39. The Integration Joint Board is asked to direct the Council to adopt the agreed policy.

**CONCLUSIONS**

40. The new ways of working adopted during the pandemic has proven to be more person centred and is in line with the HSCP's strategic direction of supporting individuals in the community. Being able to engage more with younger people aligns with the HSCP's new transition strategy. Our aim is to deliver a more agile service, reflective of individual needs and aspirations whilst continuing to offer stability to the broad group of people and carers who value the service.

**RECOMMENDATIONS**

41. The Integration Joint Board is asked to note the content of the report and agree the transport plan and policy.

**REPORT AUTHOR AND PERSON TO CONTACT**

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1 June 2022

**BACKGROUND PAPERS**

None