



Public Social Partnership: The Life I Want



The Life I Want PSP was initiated in 2013 and committed to the modernisation of day services in Glasgow for adults with Learning Disabilities. This commitment is not only a response to Self-Directed Support legislation, which is designed to enable service users to exercise choice and control over their care and support arrangements, including choice of provider, but also because it was clear to partner organisations that services needed to change to meet the aspirations and needs of the people who use them.

Background

The personalisation of social care is driving the reform of learning disability services. The Scottish Government's plans for personalisation (known as self-directed support¹) are fundamentally changing the way in which social care services are accessed and delivered.

One form of social care – day services – has been provided in most Local Authorities traditionally allowing the opportunity for people to spend their time undertaking day activities that are structured, meaningful, safe and offer a wide range of social and educational benefits.

Nevertheless, it is clear that social care needs to be modernised, not only because there is a statutory obligation to do so, but because they no longer meet the needs and aspirations of the people who use them. "The same as you? 2000-2012 Consultation Report"² identified some challenges and future priorities for improving support and opportunities. These included strengthening people's capacity to lead independent healthy

lives; giving adults more choice and control; choose meaningful activities and making sure that young people leaving school or college get good information about all their options for further training or jobs. In many cases, it can be argued that these opportunities for inclusion have not been delivered by a traditional day services model³.

Over the last ten years, 90% of young people eligible to access Glasgow City Council's learning disabilities day services have opted not to access traditional day service provision. This suggests that not only are many individuals looking to access different types of service, but it also questions the sustainability of the current day centre approach.

In order to address all of the above issues, The Life I Want PSP was set up to support people with learning disabilities to make choices about how to lead the lives they want as part of the community and participate in the process of day service redesign as an equal partner.

A significant number of partner organisations – thirteen - have opted to join the PSP to date:

¹ Self-Directed Support (Scotland) Act 2013:

<http://www.selfdirectedsupportscotland.org.uk/sds-act/>

² "The same as you? A review of services for people with learning disabilities:

<http://www.scotland.gov.uk/Resource/Doc/1095/0001661.pdf>

³ "The same as you? A review of services for people with learning disabilities, p54:

<http://www.scotland.gov.uk/Resource/Doc/1095/0001661.pdf>



- ENABLE Scotland (Lead Partner)
- Neighbourhood Networks
- Fair Deal
- Key Community Supports
- The Mungo Foundation
- Glasgow Centre for Inclusive Living (GCIL)
- Values Into Action
- People First
- Quarriers
- Mainstay
- Social Care Ideas Factory
- Glasgow Life
- Glasgow City Council

Scope & Focus

The scope of The Life I Want PSP is necessarily broad. It seeks to ensure that individuals, families and carers who use, or wish to use, social care day services also in addition to the broader Learning Disability community within Glasgow, are able to lead and direct the design and delivery of new support arrangements in line with the principles of Self-Directed Support. In doing so, there is a particular focus on enabling:

- Opportunities for employment
- Voluntary work experiences
- Good college placements where the learning is meaningful
- Support with friendships – but not drop in centres – opportunities to meet up with friends and go to the cinema, the pub or for a meal.
- Opportunities to have a relationship
- To be valued members of our community with opportunities to grow, develop and learn.

Implementation

Following the identification of the need for a PSP, initially through discussions between Enable

Scotland and Glasgow City Council, it was clear to all interested parties that significant time and effort was needed to better understand the underlying issues which required to be addressed, and to form and build relationships between statutory partners, third sector organisations, service users, their families and carers

These discussions, which took place in a series of workshops, involved active discussion, and at times disagreement between the partners on the best way forward. However, the willingness to engage and work through such disagreements at an early stage was a positive sign that all parties were focused and committed to developing a shared vision for the PSP – that individuals would be able to design and access better services, have greater choice and achieve better outcomes.

Based on this dialogue, a Memorandum of Understanding (MoU) underlining the principles of the PSP was developed, and signed by ten partner organisations, with a further three joining the PSP at a later date.

Following agreement of the MoU, a series of meetings were held every 2 weeks with attendance from partner organisations and service users. These sessions – although ‘behind closed doors’, were essential for the PSP group to define the parameters for the PSP project:

- Understanding key stakeholders
- Putting in place project management and governance processes
- Defining risks and issues
- Agreeing a project structure with appropriate workstreams and identified leads

A number of workstreams were defined, which are currently being delivered:

- **Engagement:** including the review and analysis of existing evidence; engagement events and

taster events for people who use services and their families and carers. This workstream was designed to help individuals try out various support options so that they can make informed decisions on the re-design of their support.

- **Service Re-design:** This group aims to map outcomes, themes and issues to help identify what needs to be implemented for individuals and within communities. It includes the identification and pursuit of opportunities for the creation and development of social enterprise; and the development of social networks.
- **Learning, Development & Quality:** focusing on the development of quality systems and training opportunities to ensure that all PSP activities and support options are delivered to a high level of quality to individuals, their families and carers, building in a system for obtaining and acting upon feedback.

Key Challenges

The PSP has made significant progress to date (March 2014), however it has also faced a number of key challenges, many of which have been overcome, and those which the PSP is still seeking to address on an ongoing basis:

- **Positioning the PSP:** The PSP was created to support the re-design of day opportunities for adults with learning disabilities in Glasgow prompted by the announcement of day service closures by the local authority. The timescales associated with this process overlapped with the planned closures of a number of day centres, leading to an understandable link between the two projects. The PSP therefore needed to focus on disseminating a clear message as to its purpose – a process which continues.
- **Partnership Working:** For many years, the common (although not absolute) position for

providers has been to compete with each other rather than focus on collaboration. The PSP model focuses on changing this dynamic, and it naturally takes time and focus to overcome. Great strides have been made by PSP partners in forming strong working relationships.

- **Engaging with Carers:** Whilst engagement with a number of service users has been successful to date, the PSP is keenly aware that the process of change brought about by the closure of day centres and the re-design of day services has created uncertainty and caused concern about the future for a number of individuals' carers and families. The PSP team continues to look for opportunities to engage and involve carers with these concerns where possible.

Outcomes

The earliest stages of the PSP process saw focus given by partner organisations to understanding and defining the outcomes they wanted to achieve. These outcomes include, but are not limited to:

Individuals with a learning disability, their families and carers will have:

- Personalised support services designed by them that meet their requirements, aspirations and are aligned to positive outcomes
- An increased knowledge across all stakeholders on accessible and innovative opportunities available across Glasgow City, allowing use of individual budgets in creative ways

Service Providers will have:

- The identification and initial engagement of mainstream and universal services required for the implementation stage determined by the feedback from people with learning disabilities, families and carers
- Established collaborative and coordinated partnership across providers, providing

experience of new working models of providing support to individuals who have learning disabilities and their carers

- Identification of new approaches to service delivery that demonstrate replicable models which lead to more effective, tailored and joined-up support for families with multiple and complex needs

The outcomes identified for Glasgow City Council include:

- A comprehensive and coordinated infrastructure of support that avoids duplication and maximises efficiencies
- The promotion of informed co-production that delivers better outcomes for individuals with learning disabilities
- A cooperative planning process that brings individuals with learning disabilities, families, carers, the council and providers together

The PSP is still very much at the stage of engaging with individuals, their families and carers to understand their needs and to help them define the make-up of their future support. It is, therefore, too early to categorically say that these outcomes have been achieved. Nevertheless, the signs observed in terms of better partnership working and the clear focus on innovation; suggest that the PSP is performing well and can deliver successfully in future.

Critical Success Factors

There are a number of critical success factors which have supported the progress made to date by The Life I Want PSP. These include:

- **Strong Project Management & Governance:** There has been significant time and resource invested in embedding a robust approach to managing PSP progress and activity through a dedicated Project Manager. This has been invaluable in allowing workstream leads to move forward with planned activity while being

held to account on progress. A shared governance structure, with representation from across partners and an independent Chair, has provided strategic clarity and guidance on an ongoing basis.

- **Focus on Partnership Working:** All partners have committed to investing significant resource so that the required work can be undertaken, and this has been underpinned by willingness from all representatives to step up and take responsibility for specific areas of activity. Allied to this is has been the invaluable input of current service users who have ensured that the PSP remains focused on achieving the best outcomes for those who access, or will access services.
- **Third Sector Driven:** The PSP has been driven by the commitment of Third Sector Partners in addition to the input of Glasgow City Council and Glasgow Life. This means that the deep service knowledge of PSP provider partners has been at the forefront of the process adopted to date.

Future Ambitions

Good progress has been made to date by the PSP since the first meeting of interested parties in March 2013. Nevertheless, there is still much to do, which is reflected in the future ambitions of the partnership:

- **Renewed focus on innovation:** Partners are consistently assessing new opportunities for building innovative practice into the design and delivery of personalised services. A facilitated session in March 2014 will set the basis for new areas of investigation over the remainder of 2014 and beyond.
- **Social Enterprise:** The PSP has created a team to investigate the possibility of developing social enterprise opportunities across the city, as well as connecting with existing social enterprises operating in Glasgow. This team

will build on existing practice within the PSP – with the first example currently being scoped at Southbrae Gardens in Jordanhill – to generate new ideas and exploit potential funding opportunities for the development of enterprises which meet the social aims of the PSP.

- **Outcome-focused Planning and Piloting:** The PSP has clearly set out its aim to work with individuals to help them develop their own outcome-focused plan which puts them in the driving seat when defining the services they wish to access. The PSP will seek opportunities to pilot this process with individuals and help them define their future support needs.

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