



## Public Social Partnership: The Life I Want

The Life I Want Public Social Partnership was initiated in 2013 and is 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. Self-Directed Support has and will continue to fundamentally change the way in which social care services are accessed and delivered. The Life I Want Public Social Partnership (PSP) was created in 2013 to support implementation of such changes, and in particular to provide people with more choice and control in their lives. Each element of the PSP programme is driven by an overarching vision agreed amongst partners:

*'to ensure individuals, families and carers who access social care services are leading and directing the design of new support arrangements in line with the principles of Self Directed Support, through effective partnership amongst themselves, the local providers and community based organisations.'*

A significant number of partner organisations – fourteen – are currently part of The Life I Want:

- 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
- NHS Greater Glasgow & Clyde

### Scope and 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 achieving the following objectives, which are defined in the partnership's Memorandum of Understanding (MoU):

- Through SDS / personalisation broaden meaningful opportunities for employment, education and community based activities for all individuals with learning disabilities in Glasgow City.

- To facilitate and support community engagement and inclusion.
- To support individuals, families and carers to be an integral part of the change process.
- To utilise the expertise of the Third Sector to achieve value and efficiencies for individuals and their families and carers.
- To increase collaborative working between the Council and Third Sector providers.

These objectives have to date been translated into a number of workstreams:

- **Learning, Development & Quality:** delivering robust training programmes to a range of stakeholders and delivering a quality checking service;
- **Social Enterprise:** exploring social enterprise opportunities and connecting with the existing social enterprise activity across Glasgow;
- **Short Breaks:** considering and developing alternatives to traditional respite support;
- **Service Redesign:** developing and piloting appropriate service options based on received feedback; and
- **Engagement:** communicating with and bringing key stakeholders and in particular those with learning disabilities together to ensure their preferences and aspirations are reflected in the work of the PSP.

## Progress to Date (April 2015)

Since the PSP's inception in March 2013 significant progress has been made. In particular the following has been successfully undertaken:

- **Implementing clear governance structures -** With 14 partner organisations and 5 workstreams (in addition to communication activity) it was essential that a clear governance structure was developed to facilitate both partner involvement and embed clear decision-making routes. All partners sit within agreed workstreams, which as a whole constitute the operations group. Each Workstream has an identified lead who will

support the project manager by participating in the project team, at which the Workstream leads discuss progress and agree actions. These individuals are then able to feed progress into the overarching governance group in support of PSP decision-making.

- **Service redesign pilots -** The partnership have continually listened to and actioned any feedback from people with learning disabilities, and have sought to develop appropriate services which meet individuals' needs. Considerable progress has been made in pilots, particularly in the Crownpoint Road pilot which was initiated to address a lack of day opportunities in the North east of Glasgow and has the potential to transition to a permanent basis. Further opportunities include gardening and volunteering. Throughout, people with learning difficulties are being supported to play active roles in their communities as well as improve their health, wellbeing and gain qualifications and experience.
- **Successful delivery of the Quality Checking Service -** The learning, development and quality group have worked to deliver sound training programmes and further develop their quality checking service. There is a dedicated Quality Coordinator and two Quality Checkers to ensure that a high standard of quality is maintained and also to ensure that the PSP is delivering the correct models/programmes which reflect what the individual wants. In the past year "The Life I want" Quality Charter has been implemented which sets out the expectations of the standards which are required from the people who use the service and also by staff and family.
- **Engagement -** This work stream has focused on engaging with all the key stakeholders with the outcome of establishing as to whether their needs are being reflected appropriately in the PSP. The engagement of carers was seen as vital and as such focus groups, interviews and anonymous surveys are currently being undertaken. Engagement with service users has continued with a series of taster sessions

successfully delivered, and these will be built on in future with Citizen Leadership Programmes and Forum Theatre productions

- **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 has built on existing practice within the PSP – and generates new ideas and has accessed additional funding opportunities for the development of enterprises which meet the social aims of the PSP.
- **Short breaks** - Although outwith the original scope of the PSP, the closure of a building-based respite centre was seen by partners as a catalyst to look at alternative short-break provision. The resulting workstream is now working with a group of people who used the closed respite centre to develop a successful model which provides a range of opportunities and is deliverable both operationally and financially.

## Key Challenges

It is clear that the PSP has made good progress to date. However, development and implementation of the PSP model is not without a number of challenges. The Life I Want is no exception and throughout the life of the PSP a number of challenges have arisen, 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. This process continues and is complemented by the carers' research which is seeking to engage broadly

with carers to build a better understanding of their experience of SDS, the impact of the PSP and partnership working.

- **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 and providers have been seen to be working together effectively and collaboratively at all levels of the PSP.
- **Sustainability** - A key challenge for the PSP partners is to ensure that they have a clearly defined end-point for PSP activity, as the model itself is not intended to be permanent. This poses a challenge around the sustainability of the changes designed and implemented by the PSP and requires significant engagement between public and third sector partners and also a clear view as to how self-directed support requirements will impact on the future availability of the PSP's outputs.

## Outcomes

The earliest stages of the PSP process saw focus given by partner organisations to understanding and defining the outcomes they wanted to achieve. The following PSP activity has seen progress made towards achievement of these outcomes. In particular, the PSP has developed services to meet the needs of those with learning disabilities, their families and carers with positive results. Feedback received has been that the collaborative approach is evident and viewed positively. Particular achievements have included:

- Meaningful opportunities for education and community-based activities with a focus on leisure and inclusion have been broadened with successful delivery of the Crownpoint Road pilot project and increased availability of community-based activities, which 70 people are now involved in.

- Community engagement and inclusion has been supported by The Life I Want events and a PSP focus on supporting digital inclusion.
- Individuals, families and carers are involved in the change process, with regular attendance at operational meetings of individuals who use services, development of a carer focus group and service quality checking which has conducted 154 interviews to date.
- Collaborative working has been enhanced, with 14 partner organisations involved in the PSP and a range of knowledge and experience being provided by providers from a range of backgrounds.

### Critical success factors

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

- **Strong project management and 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. The development of a Quality Charter has also helped ensure that a high standard of quality is being delivered at all times and that the services appropriately reflects the PSP.
- **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

This case study clearly shows that significant work has been undertaken during the lifetime of the PSP. Nevertheless, PSP partners are clear that there is still much to do, which is reflected in the future ambitions of the partnership. In addition to the work noted above, which is ongoing, the PSP will focus on:

- Broadening the focus on employment opportunities to include mainstream and supported employment opportunities as well as micro enterprise opportunities. The Social Enterprise work will form part of this broader scope as the PSP progresses.
- The PSP will work with Education and Social Work departments to support the development of a more robust strategy for young people in transition so that the experience of those in transition in future can be enhanced.
- Whilst it is recognised that people who use services have had a strong role in the development of the PSP to date, the partners are focused on growing this role and the opportunity to contribute. This 'voices of people' approach will replace the engagement workstream and will develop robust processes for obtaining feedback which can influence the future direction of the PSP.
- Ensuring the sustainability of the PSP's outputs. In particular, PSP partners will seek to develop and implement plans for transitioning services and approaches from development and piloting to business as usual where appropriate. Supportive of this will be a move towards

building robust partnerships with community-based initiatives so that ‘services’ are not only focused on social care but instead are rooted in local communities and support community inclusion.

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