



**Shetland's  
Partnership in Practice  
Agreement  
(PiP)  
for 2008-2011**

**Services for people  
with learning disabilities**

## **Partnership in Practice Agreement (PiP) for 2008-2011**

### **1. National Context**

There have been a number of documents published over the past few years aimed at improving services and quality of life for people with disabilities in Scotland. In 2000 the Scottish Executive published, *The Same as You? A review of services for people with learning disabilities* with a number of recommendations for local authorities and health boards. The overall aims were to promote social inclusion; allow people with learning disabilities to have more control over their care; have the same opportunities as others and be able to use local services wherever possible and specialist services if they need them. This Partnership in Practice Agreement (PiP), which builds on the 2001 and 2004 versions, sets out Shetland's joint response to *The same as You?*

### **2. Local Context**

There is an extended Local Partnership Agreement between NHS Shetland and Shetland Islands Council in place. Arrangements for creating a Community Health and Care Partnership have just been approved, these arrangements include, for the first time, a Service Manager for Learning Disabilities.

Historically there has been a relatively high level of provision of many (although not all) services in Shetland compared to other areas in Scotland or the UK. There are no charges for personal care or domestic tasks, regardless of the age of the service user.

Current projections of the numbers of adults with learning disabilities in Shetland who will need services over the next 10 years show an increase of over 50%. There are particular challenges in providing a comprehensive range of services to a relatively small population which includes remote and rural communities, with the result that some services, particularly specialised healthcare services, cannot be provided locally and have to be accessed on mainland Scotland.

There have been a number of significant local developments during the lifespan of the last PiP, notably the expansion of short break services for adults using brand new purpose-built accommodation (Newcraigielea); the expansion of supported accommodation (Independent Living Project and Sea View) to create a wider range of options; the development of day services for school leavers (Eric Gray Resource Centre); a greater choice of supported employment options (Moving On and COPE).

### **3. Range of Services Currently Provided**

The following section lists the wide range of services that are currently provided in Shetland (along with some specialist services which are currently accessed from the NHS in Aberdeen).

General services available locally for people with a range of disabilities which can be accessed by those with learning disabilities and family carers include:

- Home Help
- Housing Support Services
- Care at Home
- Occupational Therapy
- Aids and equipment
- Supported Accommodation
- Care home provision (inc. residential, short breaks and day care)
- Assessment and care management
- Independence at Home scheme and 'One Stop Shop' for housing repairs and adaptations
- Social Assistance Grants
- Social Workers
- Community Nursing including Learning Disability Nurse and Continence Nurse Advisor
- Family Doctor Services
- Visiting Consultant Psychiatrist and Clinical Psychologist from Grampian
- Allied Health Professions
- Nutrition and Dietetics
- Chiropody / Podiatry
- Dental Services
- Hospital services both in Lerwick and "mainland" as appropriate,
- Community Mental Health Services
- Crossroads Care Attendant Scheme
- Independent Advocacy
- Citizen's Advice Bureau

Specific disability services available locally which can be accessed by people with learning disabilities and their family carers include the following:

#### All disabilities

- Disability Shetland: a voluntary organisation that aims to provide a variety of services and support for people with disabilities
- Moving On Project: supported employment
- Workstep: supported employment

### Children and young people with additional support needs

- Education: specialist education resources and integration into mainstream services
- Child Development Initiative: a process for assessing and reviewing referred children led by local and Aberdeen Child Health Services
- Special Needs Toy Library (Association of Shetland Playgroups)
- Summer Playscheme for children with special needs
- Specialist Physiotherapy, Occupational Therapy, Speech and Language Therapy and Dietetic Services
- Community Paediatric Nurse

### Learning disabilities services

- Learning Disabilities Community Nurse
- Day Care places at Eric Gray Resource Centre
- Short breaks and day care at Newcraigielea
- Short breaks for children at Laburnum House
- Independent Living Project
- Sea View and Stocketgaet supported accommodation
- Outreach support
- Local Area Coordinator
- COPE: supported employment

### Physical disabilities services

- Wheelchair and seating service: Mobility and Rehabilitation Service (MARS) – Aberdeen based
- Local Orthotics Service
- Specialist health services: Neurology, Rheumatology and Orthopaedics Services - based mainly in Aberdeen
- Local Palliative Care Service

### Sensory and communication impairment services

#### Shetland based:

- Schools: specialist services for children with sensory impairments
- Occupational Therapy Service – development of specialist skills and knowledge
- Specialist support workers
- Visiting Ophthalmology Nurse Service
- Talking Book and Talking Newspaper Service (Shetland Library)
- Ophthalmology and Audiology Services
- Access to alternative / augmentative communication aids and training through Speech and Language Therapy Department

Outwith Shetland:

Specialist agencies are contracted as and when required for staff training and to work with individuals with assessed needs, eg Grampian Society for the Blind.

#### Mental ill-health

- Community Mental Health Team
- Supported accommodation
- Outreach support
- Specialist dementia care services

#### **4. Autistic Spectrum Disorders (ASD)**

It is recognised that, in common with the rest of the UK, there has been underdiagnosis of adults with Autistic Spectrum Disorders, especially those with Asperger Syndrome or High Functioning Autism. This may not be the case for those currently of school age.

As a result Adult Services are anticipating an increase in the number of people with ASDs requiring services in the next few years. In preparation for this Adult Services are investigating the possibility of working towards accreditation with the National Autistic Society. This should help to improve or consolidate both staff skills and service design. Hopefully, it will reassure young people and their families that many of their needs can be met.

No specialist services for children or adults with ASDs exist at present. People with this diagnosis usually access 'mainstream' learning disabilities or mental health services with additional support where necessary.

The needs of people on the autistic spectrum have been taken into account in the design of Newcraigielea short break service. They will also be taken into consideration during the day opportunities feasibility study.

A group of parents are considering setting up a support group with assistance from the National Autistic Society.

## 5. Overall Spending Plans for Learning Disabilities Services

<b>REVENUE</b>	<b>2008-9</b>	<b>2009-10</b>	<b>2010-11</b>
<b>Specialist LD Services</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Short Break Provision (Newcraigielea & Laburnum)	1,335	1,368	1,403
Supported Accommodation (ILP, Sea View, Stocketgaet)	2,295	2,752	2,821
Learning Disabilities Nurse	48	49	50
Day Care (EGRC)	931	954	978
Local Area Co-ordinator	37	38	39
<b>Totals</b>	<b>4,646</b>	<b>5,161</b>	<b>5,291</b>

<b>REVENUE</b>	<b>2008-9</b>	<b>2009-10</b>	<b>2010-11</b>
<b>Generic Services</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
* full cost of service, not just LD component			
Physiotherapy*	509	522	535
Speech & Language Therapy	130	133	137
OT*	1,482	1,519	1,557
Nutrition / Dietetics	5	5	6
Independent advocacy (Advocacy Shetland)*	74	76	78
Visiting services / Child Development Initiative*	60	63	66
Health Promotion	10	11	11
Housing Outreach	57	1,115	1,117
<b>Totals</b>	<b>2,327</b>	<b>3,444</b>	<b>3,507</b>

<b>CAPITAL</b>	<b>2008-9</b>	<b>2009-10</b>	<b>2010-11</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Development of day services	25 for feasibility study		
<b>Totals</b>	<b>25</b>	<b>tbc</b>	<b>tbc</b>

Resource transfer from NHS Shetland to Shetland Islands Council for learning disabilities services (Stocketgaet) in 2008/09 - £140,000.

Education expenditure not included in above.

## 6. Children with Learning Disabilities

Schools Service, Children's Services and Community Care form the Education and Social Care Department with the same Executive Director and there is good joint working at a senior level within Shetland Islands Council. Children's Services were developed in April 2006 and brought together the children and family social work function, educational psychology, youth work and children's resources. This has had a positive impact on services to all children including those with learning disabilities.

The Integrated Children and Young People's Services Plan 2005-8 highlighted the need for a review of services to children with disabilities. Following the introduction of the Education (Additional Support for Learning) (Scotland) Act, this review was extended to include children with additional support needs. The review team included Schools Service, Children's Services, NHS Shetland, voluntary sector, parents and elected members. The outcomes of this review included:

- Development of an outreach service for children with additional support needs
- Laburnum House is no longer fit for purpose
- Broadening of respite and day care services from Laburnum House to include children with physical disabilities and life limiting conditions as well as children with learning disabilities
- Development of an inclusion worker for children with additional support needs
- The need for a feasibility study into a new build, adaptation of an existing building to meet the respite and day care needs of children with additional support needs. It was acknowledged that the study should include a specific resource for children on the autistic spectrum.

Children with learning disabilities have access to pre-school and leisure and social activities via:

- Pre-school home visiting teacher
- Priority admission service to 'mainstream' nurseries and playgroups
- Funding of extra workers for children with additional support needs at 'mainstream' nurseries, playgroups and out-of-school clubs
- Inclusion Officer – Additional Support Needs
- Community Development activities such as Outdoor Education
- Voluntary organisation activities such as swimming
- Outreach service

Schools are using the Inter-Authority Collaborative Network to obtain teaching materials to assist children and young people with learning disabilities with learning.

## **7. Disseminating the PiP**

The following mechanisms will be utilised for disseminating the PiP. The finalised PiP will be available as hard copy in NHS Board and Shetland Islands Council public places e.g. Health Centres, libraries and as a downloadable file on the inter, intra and extranets. We intend to prepare an easy-read version of the PiP which we will distribute to all individuals receiving services with the offer of a copy of the full version when requested.

The PiP will also be put on the agenda of key staff and service user meetings to ensure a formal mechanism for dissemination and discussion with staff and users.

## **8. Involving the Independent Sector**

Historically there has been a relatively high level of statutory sector provision of many (although not all) services in Shetland compared to other areas in Scotland or the UK. This, along with the small population size, has resulted in a different independent sector to other parts of Scotland.

There are no independent sector organisations within Shetland which focus solely on learning disabilities, although several, such as Disability Shetland and COPE, an award winning social enterprise firm, are active in this area.

Oil revenue monies led to the creation of Shetland Charitable Trust which grant aids a wide range of independent sector organisations. It has invested in a refurbished building which accommodates a number of voluntary sector organisations.

## **9. Involving People with Learning Disabilities and Family Carers**

There is still room for improvement in this area. Service users and family representatives have been involved in service development groups, such as the one which established Newcraigielea short break service.

The Eric Gray Resource Centre has an active service users group, the Independent Living Project holds house meetings for its tenants, but Newcraigielea users and their families have recently elected not to hold a regular group.

On an individual level, service users and their family carers are fully involved in their own assessment, care planning and subsequent reviews.

The new grading system brought in by the Care Commission means that staff are not just focusing on ways to improve involvement, but are collecting evidence to show that it does take place.

## 10. Transition

The transition between children's and adult services will always be challenging for the service user and their family as it involves a lot of change.

For those with the most complex needs attending the main high school in Shetland some of the worries have been allayed by keeping the young people in the school building but supporting them using staff from Eric Gray Resource Centre. The philosophy of lifelong learning is firmly embedded at Eric Gray and this seems to have reassured most families.

The generous and flexible provision of short breaks at Newcraigielea has also been welcomed by families. This has helped people to feel more positive about Adult Services.

Some school leavers have been able to move directly into supported accommodation as these services have expanded.

Within the Social Care Service work is on-going between the Children's Service and the Community Care Service to ensure there are complementary systems in place to facilitate smooth transitions. The imminent introduction of the Integrated Assessment Framework should help with this.

There has been less progress within the NHS as some paediatric services have no local adult equivalent. The new Community Health and Care Partnership will need to consider transition issues.

NHS Shetland and Shetland Islands Council have recently introduced a leaflet called 'Thinking about Transition'. The Independent Living Project has produced a 'Moving Home' pack and offers regular taster sessions in its 'Transition Experience Flat' so people can try out independent living before signing up to a tenancy.

## 11. Promoting Health Supporting Inclusion

The publication of *Promoting Health, Supporting Inclusion* in July 2002 required NHS Boards to develop local action plans in response to the recommendations. Since this date a number of initiatives have been undertaken locally.

The last formal profiling of health needs within Shetland took place in 2003 and covered a much wider range than previously, this included learning disabilities. Since that time the Health Needs Assessment Report - People with Learning Disabilities in Scotland (2004) has been produced. It identifies that the pattern of health needs of this group are different from the general population.

The model of care that exists locally is primary care with specialist visiting services. The Community Learning Disabilities Nurse plans, co-ordinates and

delivers care to children and adults with significant learning disabilities, including those with complex needs.

Individuals within Independent Living Project previously had annual health screens. Flexible appointment systems are now in place making the service more accessible for all people with learning disabilities Shetland- wide. Smaller and more remote practices are able to offer additional routine screening alongside the national screening programme.

Eight out of the ten GP practices are able to identify their learning disabled patients through an electronic database. The two remaining GP practices are small enough to know their individual patient lists and those patients who have learning disabilities.

Flexible and longer appointments are available, waiting rooms have become friendlier with access for wheelchairs/mobility impaired patients. Display screens are used in larger practices to help hearing impaired patients know when their appointment is available. Some practices offer 'Special Needs' appointments, these are at the start of morning and afternoon clinic to minimise the risk of having to wait for their appointment. Outpatient appointments can be booked directly via medical records so patients can choose their appointment time.

There are a number of specific health education materials for people with learning disabilities within the Health Promotion Department and from the Community Learning Disabilities Nurse. These are freely available to individuals with learning disabilities, their carers and the professionals who support them.

A number of health promotion initiatives have been carried out in previous years and resources developed. Currently more localised provision is being offered at the Eric Gray Resource Centre (EGRC) or direct to individuals with clinical needs.

The EGRC is delivering Well Women and Well Men sessions where collaboration between Centre staff and the Community Learning Disabilities Nurse has taken place regarding resources and the leading of sessions. Topics included for these sessions include looking after your heart, ageing, personal hygiene and bereavement.

Most education/health promotion work, liaison with the hospitals and direct clinical intervention is all dependent upon the one Community Learning Disabilities Nurse.

Aims and objectives are in place for the Scottish Enhanced Services Programme for Primary and Community Care (Vulnerable Adults – Adults with Learning Disabilities). Progress is being monitored.

## 12. Therapeutic Input for People with Learning Disabilities

Speech and Language Therapy - Currently NHS Shetland provides Speech and Language Therapy services for individuals with learning disabilities and/or Autistic Spectrum Conditions in partnership with Shetland Islands Council. Two whole time equivalent Speech and Language Therapists provide input for children who require support in this area.

Adults receive a more limited service from Speech and language Therapists. It is recognised that this service will require further development to allow for an expanded adult service.

Occupational Therapy - NHS Occupational Therapy services to adults are mainly provided in a hospital setting. Local authority Occupational Therapists predominantly focus on the provision of aids and adaptations. Funding has been identified for a joint Service Manager for Occupational Therapy so the different service strands can be aligned to complement each other.

There is no specialist OT provision for people with learning disabilities in Shetland, although the paediatric OT has a high number of children with learning disabilities referred to him and the Shetland Islands Council OTs work with all the people with complex physical needs at key points in their lives.

Physiotherapy - A single Physiotherapy team provides community and hospital based services from a base within the Gilbert Bain Hospital to people of all ages.

One physio works predominantly with children with complex needs, many of whom have learning disabilities, otherwise there is no specialist physio provision for people with learning disabilities.

Dietetics – the Dietician will work with people with learning disabilities and their families and carers following referral from their GP. There is no specialist dietetics service for people with learning disabilities.

Counselling – this is mainly delivered via Primary Healthcare settings. There is no specialist service for people with learning disabilities. At present there is no counselling service available to children aged 16 or under.

Clinical Psychology – there is a visiting Clinical Psychologist for adults with learning disabilities who travels up from NHS Grampian 3-4 times per annum. Within Shetland there is a Clinical Psychology Service for children and adolescents which young people with learning disabilities can be referred to.

Educational Psychology – there is a local service supporting children and families.

Psychiatry – there is a visiting Consultant Psychiatrist for adults with learning disabilities who travels up from NHS Grampian 2-3 times per annum. A similar

arrangement is in place for children and adolescents. Within Shetland there is a Consultant Psychiatrist post based with the Community Mental Health Team.

Discussions are at an early stage with NHS Grampian, NHS Orkney and Orkney Islands Council to implement a Managed Care Network (MCN) in respect of learning disabilities services in order to enhance support for clinicians, particularly those who lone-work or who are in generic posts. The MCN should also enable Shetland residents with learning disabilities to have easier access to specialist healthcare services if required.

### **13. Health Needs Assessment**

Since the publication of the *Health Needs Assessment Report* for people with learning disabilities in Scotland, in February 2004, a number of the recommendations are being met within the current resources for learning disabilities.

#### Leadership and Accountability

The Local Health Improvement Strategy is not learning disabilities specific, since numbers are relatively small, the strategy has targeted the whole population in Shetland. However, many of the targets such as obesity, sexual health and mental well-being are very relevant to people with learning disabilities. The Community Learning Disabilities Nurse takes a lead role in planning and implementing specific actions and programmes. NHS Shetland continues to offer a 0-4 tiered learning disabilities service with tier 4 being delivered from Grampian.

#### Infrastructure: Development, Planning and Monitoring

A jointly updated database of all known individuals with learning disabilities and Autistic Spectrum Conditions throughout Shetland is maintained. This is compliant with the national learning disability core data set.

NHS Quality Improvement Scotland (QIS) assessed NHS Shetland's performance and highlighted the good practice of the Child Development Initiative. They highlighted the work of the Community Learning Disabilities Nurse, but drew attention to the dangers of having only one key individual delivering / supporting much of the healthcare activity.

#### Interventions

Health screening programmes are implemented to meet national targets. The Community Learning Disabilities Nurse may be involved on an individual patient basis to help access and facilitate these. Some of the rural GP practices are able to offer additional health checks.

The Community Learning Disabilities Nurse offers a limited liaison service to the hospital setting.

## Education

It is planned that a communication / information leaflet will be included in all local NHS induction packs. A bid has been put forward to deliver an awareness training session on learning disabilities through the mandatory training day that all NHS Shetland employees must attend every 18 months. A self-directed learning pack including videos and a CD-rom is available for all NHS staff through the Staff Development Department.

The need for some of the work outlined above has been highlighted by the Fatal Accident Inquiry into the death of Roddy Donnet. All NHS Boards have been required to produce an action plan which takes account of the recommendations made in respect of this report.

## **14. Adults in Need of Support and Protection**

A multi-agency working group has reviewed the existing Vulnerable Adults policy to bring it into line with the new Adults in need of Support and Protection (Scotland) Act. The new policy has been approved by Shetland Islands Council, NHS Shetland Islands Council and the Northern Constabulary (Shetland Area Command). It will need further review when the code of practice is published.

Training has been provided to up-date and expand the pool of people available to be called on as Appropriate Adults. In addition a wide range of staff attended awareness training when the Vulnerable Witnesses Act was introduced. The local Sheriff was one of the trainers.

Shetland Islands Council has improved its policy on disclosures to ensure they are regularly updated. The policy itself is now being updated. New recruits are screened against the Scottish Social Services Council's register when applicable.

A manual for staff working with the Adults with Incapacity Act is available on Shetland Islands Council's internet and intranet sites. The Mental Welfare Commission has informally praised the Council's Legal Service for its input – a solicitor attends the service user's first review following the implementation of an order under the Act to ensure everyone involved is fully aware of their rights and responsibilities.

## **15. Advocacy**

Advocacy Shetland provides an independent advocacy service which is open to all disadvantaged individuals in Shetland. Take up by people with learning disabilities and their families has always been very low.

The local Citizen's Advice Bureau is funded by NHS Shetland to support people to make feedback, comments and complaints about the service they have received from any part of the NHS.

The new policy on Vulnerable Adults requires those investigating an incident to offer access to independent advocacy.

Several other organisations provide advocacy as part of their wider role, eg Children's Rights Service.

The Special Needs Action Group (SNAG) is a coalition of parents who have successfully campaigned for service developments and have provided parent representatives on various working groups.

The Eric Gray Users Group has influenced the range of activities offered by the day service at Eric Gray Resource Centre.

However, there is an on-going need to raise awareness of advocacy.

## **16. Best Value**

There have been no best value reviews of learning disabilities services in Shetland and none are currently planned.

## **17. Carers: Support for Family Carers**

The following support is currently available for children and adults:

- Overnight short breaks
- Late afternoon / evening care
- Care in the home (includes the Crossroads service)
- Carers' groups (voluntary sector led)

The following strategies are in place:

- Carers
- Young Carers
- Carer's Information

Carers are entitled to assessments in their own right. This is routinely offered when the person they are caring for has their needs assessed through the Single Shared Assessment.

## **18. Development of Local Databases of People with Learning Disabilities**

Shetland Islands Council Social Care Service holds a database of children and adults with learning disabilities, which was jointly set up with NHS Shetland and the Schools Service. The Social Care planning and information section is developing it in line with the national dataset.

## **19. Self Directed Support**

This is a development of the previous Direct Payments scheme, i.e. money is given to an individual by a local authority in lieu of services to meet their assessed needs.

Such schemes are most popular in areas where people are able to purchase agency services at times which suit them, however there are currently no such agencies operating in Shetland and individuals have to take on the full responsibilities of an employer. Our experience is that many individuals are reluctant to do this, although the Citizen's Advice Bureau has been funded to employ a member of staff to support recipients in their role as employer.

There are currently 3 people with learning disabilities in Shetland in receipt of payments and one being processed. It is too soon to say whether the new Self-Directed Support rules will make any difference to uptake locally.

## **20. Employment Opportunities**

At present approximately 37 adults with learning disabilities are in supported employment with a further 19 in open employment. By 2015 these figures could rise to 90 in supported employment and 76 in open employment, if people achieve their current aspirations. These figures represent both part-time and full-time work.

Adults with learning disabilities have excellent access to supported employment in Shetland via COPE, Moving On and Workstep (which is administered locally by the Scottish Association for Mental Health – SAMH).

COPE is a dynamic organisation, funded from a variety of sources, which has developed a number of high profile commercially viable social businesses employing and training people with learning disabilities and other support needs. COPE aims to be a socially and environmentally conscious organisation whilst still operating to commercial targets.

In 9 years COPE has developed from a pilot project under the local authority to a vibrant social enterprise with a number of entrepreneurial strands. Currently they operate 9 social firms and have plans to grow this portfolio further.

COPE is hoping to develop its HQ within the lifespan of this PiP. If funding is secured it will be able to offer flexible accessible space for more enterprise projects. A mineral water / soft drink company is also planned.

The Moving On Employment Project is a voluntary organisation, registered as a charity, offering a confidential service to anyone with a disability, whether it is a learning disability, physical disability, a sensory impairment or the result of a mental health condition, who wants to find work, or take part in work experience.

The project is flexible, providing support for people from an hour a week up to full time. Some people maintain a long-term placement at a few hours a week; a few can use the support to progress up to full time work, ultimately applying for a post on the open job market. Some clients are paid a wage, depending on the type of work and the employer (there can be a problem with juggling how much a client can earn and their benefits).

Since the last PiP was produced Moving On has started to offer work through job crews. Groups of workers with support staff and volunteers have worked mainly on community projects. Shetland Islands Council is hoping to work with Moving On to develop some longer term community projects suitable for job crews, eg meals on wheels deliveries.

Of Moving On's current caseload: 25% are supported in paid employment with private employers; 25% with the local authority; 25% work on a voluntary basis; 25% are employed on job crews.

Funding for Moving On comes from a variety of sources. At present the main funders are Shetland Islands Council, the Big Lottery Fund and the Scottish Government's Quality of Life scheme.

More work and training placements c/o COPE or Moving On for people with high support needs are planned, with personal care being supplied by staff from the Eric Gray Resource Centre.

Workstep supports people with learning or other disabilities in mainstream work. The national scheme is locally subsidised by the Shetland Charitable Trust. It is locally administered by the Scottish Association for Mental Health (SAMH) and referrals are made via Job Centre Plus.

The Schools Service works with Careers Scotland and Train Shetland to give young people non-academic alternatives to study in the form of structured work experience placements in their later school years. This benefits some young people with learning disabilities.

Shetland Islands Council, through the Eric Gray Resource Centre, will be developing some career pathways with COPE and training providers.

## **21. Further Education**

Individuals with learning disabilities currently attend some 'mainstream' classes at Shetland College with support. Students in these classes with additional support needs are assessed by Support for Learning staff who then organise appropriate assistance so that barriers to learning are minimised.

In addition groups have taken part in Adult Learning and Shetland College short courses (in response to needs identified by learners themselves),

including art, cookery, computing, communication skills, digital photography and drumming.

Shetland College also provides kitchen practice for people with learning disabilities working in food related settings. At present approximately 40 people with learning disabilities are enrolled on its courses.

Eric Gray Resource Centre is a member of the Awards Scheme Development and Accreditation Network and, as a result, provides a range of ASDAN modules for its users to work through. This has proved to be very popular and the first awards ceremony was held in 2007. The external assessor has recently described the portfolios presented by EGRC service users as outstanding. Newcraigielea day service is starting to offer ASDAN modules.

Recent research has led Adult Education to offer training to care staff around numeracy and literacy instead of providing a visiting tutor to establishments. The research suggests this is a more effective way of supporting learners.

## **22. Health Promotion/Improving Access to a range of Health Services**

Separate men's and women's groups are being offered at the Eric Gray Resource Centre to promote self-examination. These are being run in conjunction with the Community Learning Disabilities Nurse. A range of health promotion material is locally accessible for people with learning disabilities, staff and carers.

A 'Communication Toolbox' has been developed by the Community Learning Disabilities Nurse and the Speech and Language Therapy Department. It contains signs and symbols that hospital staff can use to enhance communication. Several toolboxes are located around the hospital and their contents are specific to the healthcare interventions undertaken in that location. An evaluation is planned and, if feedback is positive, toolboxes will be made available to all clinical areas and health centres.

A preparation video is available for use before an in-patient stay or an out-patient procedure. Pre-admission visits can be arranged and there is now a routine pre-admission assessment for surgical patients with learning disabilities. In addition, the Community Learning Disabilities Nurse takes on the nurse liaison role and provides support throughout the 'healthcare journey' for a limited number of individuals. Additional nursing capacity would enable a greater number of individuals to receive this sort of support, which is greatly valued by all concerned.

Waiting rooms are becoming more patient focussed and appointment systems are more flexible than previously and have better regard for individuals with vision or reading difficulties. A pilot study is planned for some out-patient clinics which will consider the advantages and disadvantages of a pager system for patients. This will mean that patients do not have to stay in the

waiting room and should be beneficial for some people with leaning disabilities who find it hard to sit and wait.

There is an Exercise Referral Scheme to which people with learning disabilities, amongst others, can be referred, usually via their local Health Centre. Cookery classes, which include an emphasis on healthy eating are run by Shetland College.

Support for obesity issues comes mainly from GP practices and the Community Learning Disabilities Nurse, with input from the local dietician.

Both schools and day service make good use of the excellent local sporting facilities. Most schools, including primaries, have access to PE staff. Community Development offer outdoor education opportunities for groups and people with learning disabilities are included unless their health and safety would be compromised.

The hospital and community pharmacists have been working with the Community Care Service to ensure administration and review of medication is in line with best practice for all care groups.

A Resource Information Pack is being developed for NHS staff who only occasionally come into contact with people with learning disabilities. It includes information on the use of S.47 certificates under the Adults with Incapacity (Scotland) Act 2000. Clinicians are required to issue these if, in their assessment, the patient does not understand the prescribed treatment.

### **23. Hospital Closures**

Shetland has repatriated all former hospital in-patients with learning disabilities who wished to return.

### **24. Human Resource Issues**

The number of posts within Community Care learning disabilities establishments has expanded to reflect the increase in numbers of people with learning disabilities and the level of complex needs now presenting.

To date, there have been some recruitment problems against a background of an extremely high employment rate. Local demographics look even less encouraging for the future. The combination of an ageing population and the possibility that people will relocate as a result of declining oil and fishing industries are a cause for concern.

Another difficulty is that many care staff hold multiple jobs and this limits their availability and flexibility. It is also suspected that this affects sickness absence, currently running at 11% in the Community Care Service as a whole.

NHS Shetland have periodically found it hard to recruit Allied Health Professionals, although these are not learning disabilities specific posts. This reflects a nationwide recruitment problem.

Shetland Islands Council's Social Care Service is embarking on a workforce development plan which will take account of some of these issues.

## **25. Information and Awareness**

Much work has been undertaken to produce information in relation to specific establishments, e.g. as well as a general leaflet on their service, the Independent Living Project has produced a 'Moving Home' pack to guide people through the complex process of moving into supported accommodation.

The Local Area Coordinator is working on a guide which will pull lots of information together for school leavers.

Investment in information and communication technology (ICT) infrastructure locally has led to improvements and there are further strategies in place for ICT and e-government. New buildings such as Newcraigielea have been equipped with fibre optic cables in anticipation of service users arriving with computer assisted equipment in the near future.

Speech and Language Therapists assess children for electronic and manual communication aids. Advice, support and staff training is purchased from an external adviser (the CALL Centre) and this has been extended into Adult Services as children have grown up.

## **26. Local Area Co-ordination**

The role of the Local Area Coordinator has evolved since the post was created. The post has been used to support people in times of transition and to engage with people who are very socially isolated. It has been most useful for working with individuals who do not want to be supported in traditional ways. The Local Area Coordinator will work with people who do not have learning disabilities if they can benefit from this input.

## **27. Modernising Day Opportunities**

Individuals living either in Lerwick, or within commuting distance of Lerwick, have access to day services at the Eric Gray Resource Centre. Individuals on outer islands receive individualised care packages incorporating day opportunities if this is an assessed need. Currently, approximately 35 adults receive regular day services. It is anticipated that this figure could be as high as 120 by 2015.

The development of supported employment and the increasing number of younger adults with high support needs means that day services are having to adapt. Staffing levels have already increased and this means that no one is excluded from the range of learning opportunities on offer. Currently, the Eric Gray Resource Centre supports a few school leavers in a school setting. Originally this arrangement came about due to shortage of space, but it has proved to be a reassuring model for families concerned about transition.

Service users may attend day services part-time or full-time according to assessed need. ASDAN accreditation is in place so all service users can pursue lifelong learning opportunities. Part-time attendance is sometimes combined with supported employment and / or college courses.

The Eric Gray Resource Centre makes full use of local community facilities so even those who attend 5 days a week have a strong community presence. The introduction of Individual Development Plans over the next 2 years will promote personal learning and development goals so all service users have a fulfilling day time occupation. This will range from predominantly centre based lifelong learning to career pathways and everything inbetween.

A feasibility study is underway in respect of the Eric Gray Resource Centre. Several models were considered, but due to the Shetland weather and the relatively small range of community alternatives, a predominantly buildings based model has been selected. Having agreed the service re-design, the next phase is about to commence – building design.

Newcraigielea is also registered to provide support services in the form of day care. At present this is used by a one individual on a daily basis and by others from rural areas who do not have day time activities to attend in town whilst they are staying overnight at Newcraigielea.

Rudda Park, a supported housing development for people with learning disabilities which opened in 2006 includes a communal room and kitchen for tenants where group activities are available to tenants. In particular, Shetland Arts are involved in running different sessions. A similar facility will be available in the Quoys Phase 2 development (opening 2009).

## **28. Needs Assessment**

There is a part-time Social Worker (Learning Disabilities) who carries out assessments in relation to adults and a full-time Learning Disabilities Nurse who works with the whole age range. They cannot undertake all assessments so many are carried out by generic staff using the Single Shared Assessment (SSA) format, which is in place for adults. The Integrated Assessment Framework (IAF) is being introduced for children and a pilot is underway in the south of Shetland.

Social Workers offer family carers their own needs assessment but the uptake has been low, with most carers saying that their needs will be met if services are offered to their relative.

Children with special needs are seen annually for specialist developmental assessments by a multi-disciplinary team which includes parents and/or family carers under the Child Development Initiative (CDI). This takes base on an annual basis, but can occur more frequently if the child's needs dictate.

Once in receipt of services, such as short breaks or supported accommodation, adults' needs are reviewed at least annually and children's 6 monthly (more frequently if required).

### **29. Older People: developing services for older people with learning disabilities and people with learning disabilities who have dementia**

Older people with learning disabilities have access to older people's services, e.g. care homes, if their physical or mental health needs become predominant. Care home placements are considered only when the individual's needs cannot be met in their own home.

In anticipation of existing service users becoming older and less mobile, new-build supported accommodation properties were commissioned to replace two less accessible properties. A further replacement property is planned for 2010-11. All other new-build property takes account of mobility issues too.

We have not found it easy to integrate individuals with learning disabilities into day care for older people as their life experiences have often been quite different to those of their peers, making it hard for them to join in with some of the group activities. The Eric Gray Resource Centre is setting up a 'pre-retirement' group for those who require a more relaxed programme of activities and it is anticipated that Newcraigielea will be able to offer day care to this group when they are ready to leave Eric Gray.

People with learning disabilities and dementia will be included in these service developments, unless their needs can be better met in 'mainstream' dementia services. There is a specialist care home for people with dementia run by Shetland Islands Council and a Care Manager in post who specialises in this area. At present a review of dementia services is underway and the needs of people with learning disabilities and dementia are being considered as part of this.

A new care home / extra care housing blueprint is being prepared in respect of Isleshavn, a care home which needs to be replaced. If successful this will be the model gradually adopted within Shetland as care homes are further developed. This model should be able to meet the needs of all older people in the locality, including those with learning disabilities.

### **30. People with High Support Needs**

At the time of the last PiP most school age children with high support needs within commuting distance of Lerwick were being educated in a primary school setting. Since then premises have been refurbished to provide an additional support needs base at Anderson High School.

However, a number of children with high support needs who live in outlying areas are educated at their local school with outreach support from Lerwick schools with additional support needs departments and/or the teachers for sensory impairment.

The Eric Gray Resource Centre, Newcraigielea, Laburnum and some supported accommodation already cater for people requiring a high level of support.

Within NHS Shetland the Community Learning Disabilities Nurse and the Community Children's Nurse work with people with high support needs within a range of home, social and educational environments across Shetland. The Allied Health Professions are also heavily involved with children with high support needs within their school timetable.

Additional staffing for people with high support needs can usually be provided, subject to assessed need.

### **31. People with Learning Disabilities and Physical Disability, Sensory Impairment, Challenging Behaviour, Offending Behaviour, Ethnic Minority Issues, People with Palliative Care Needs, People with Dual Diagnoses**

#### Physical disability

Following an audit in advance of the Disability Discrimination Act, actions have and are being taken to improve physical access. The new buildings at Newcraigielea (short breaks) and Sea View (supported accommodation) are fully equipped with ceiling hoists, level access shower rooms and assisted bathrooms.

The mobility and rehabilitation service (MARS), based at Woodend Hospital in Aberdeen, provides a biannual visiting service to Shetland. The frequency and level of service provided by MARS is felt by users to be inadequate and NHS Shetland is reviewing the service. Many repairs are provided locally by NHS Shetland's Orthotics Service and, this too, is being reviewed.

Shetland Islands Council's Occupational Therapy Service has a generous budget for the provision of equipment. However, delays occur due to the high level of demand. The situation is exacerbated by the island nature of Shetland with complex transport issues affecting both delivery and maintenance. The new Community Health partnership arrangements include a new post of

Service Manager – Occupational Therapy to work across both NHS and Council OT services and to include management of community alarm and new telecare projects.

A one-stop shop has been developed in conjunction with Hjalmland Housing Association and several Council departments, including the Community Care Service, to help local people in all forms of accommodation to access a range of grants to adapt and / or repair their properties.

All the secondary care services that are not available in Shetland are accessed from Aberdeen (primarily Grampian University Hospitals Trust). These include:

- the Genetics Service
- the Raeden Centre for assessment of children under five
- Neurology (visiting service planned) and neurosurgery services
- Specialist paediatric services
- Specialist orthopaedic services
- Investigations that are not provided locally
- There are a number of tertiary care services and other specialist units situated in Scotland, and in other parts of the UK, which can be accessed if clinically necessary.

Since the last PiP local fundraising means a CAT scanner has been installed, reducing the need for some off-island investigations.

The Scottish Centre for Technology for the Communication Impaired can give advice and assessment and makes occasional visits to Shetland if required.

### Sensory impairment

There are specialist teachers and support staff for visually impaired and hearing/communication impaired children, many of whom have learning disabilities. One teacher is currently training as a Mobility Officer.

There used to be a Social Worker (Sensory Impairment) employed to work across the age range. However when the postholder left it proved impossible to replace him so the Social Care Service made a decision to enhance the skills and knowledge of its OTs in these areas. This is an on-going project, but it does mean that service users are no longer reliant on a sole practitioner.

The OTs contract with mainland voluntary organisations to bring in specialists to advise in respect of people with complex needs. Grampian Society for the Blind are currently reviewing all people registered as blind or partially sighted and making recommendations for follow up.

Training has been provided for staff working with people who use sign language, the 2007 Social Work Inspection Agency noted this as an area of good practice within the Independent Living Project. Day service staff are just about to receive training on visual impairment.

### Challenging Behaviour

This is an area of work which, to date, has not been a particular issue in Shetland. However, the situation is changing and both Schools and Social Care are training staff in the Crisis and Aggression, Limitation and Management (CALM) method (although the School Service is considering alternative models). NHS Shetland has a programme of generic training in relation to managing violence and aggression and the Community Learning Disabilities Nurse is CALM trained.

Social Care is reviewing its procedure covering the issue of physical interventions 'Managing Risk – making service users feel safe and secure' to ensure it is in line with guidance issued by the Mental Welfare Commission.

Newcraigielea short break service was robustly constructed with potential challenging behaviour in mind. It is designed so the needs of different individuals can be safely met at the same time. All new build or refurbished accommodation will be designed to a similar standard.

### Offending Behaviour

This has rarely been an issue in Shetland but, when a situation occurred, Criminal Justice Social Workers worked closely with Police, the court and Community Care Social Workers to identify a suitable placement.

Local Multi Agency Public Protection Arrangements (MAPPA) are being developed and will be used in respect of people with learning disabilities if required.

### Ethnic Minority Issues

There are a very small number of minority ethnic service users with learning disabilities in Shetland. This reflects the minority ethnic population locally. Assessment processes prompt consideration of needs associated with people's cultural background or religious beliefs. Appropriate adjustments to service delivery and specific training would be implemented if necessary.

### Palliative Care Needs

People with learning disabilities can access the generic palliative care services. Local training on palliative care for nursing and care staff is available.

### People with Dual Diagnoses

We are not aware of any individuals with learning disabilities and problems with drug or alcohol misuse at present. However, this has been flagged up as an issue for the future in the 2020 Vision consultation exercise.

Nationally mental ill-health is higher for people with learning disabilities than other groups, however this does not seem to be reflected locally so there may be some under-diagnosis. The Consultant Psychiatrist (Learning Disabilities) visits twice a year and liaises with the Community Mental Health Team (CMHT) as necessary.

## 32. Personal Life Plans

There has been only sporadic progress with developing personal life plans since the last PiP. However if a need for a life plan is identified this can be provided by the Local Area Coordinator. The focus has been on offering Coordinated Support Plans (and, soon, Integrated Assessments) to children and Single Shared Assessments to adults.

## 33. Quality Measures

Social Care's short break facilities, day services and supported accommodation are registered and inspected by the Care Commission and work to the national care standards.

Housing support services have also been inspected annually as part of the monitoring of the Supporting People grant.

There has been a Quality Improvement Scotland (QIS) peer review of learning disabilities services provided by both NHS Shetland and the Council and another one is scheduled for 2008. The Social Work Inspection Agency (SWIA) looked at learning disabilities services as part of its wider inspection in 2007.

The Mental Welfare Commission has also visited to monitor people with learning disabilities on Guardianship orders.

An external consultant was commissioned to review services in the light of the Borders Report.

Social Care staff are undertaking a rolling programme of SVQ / HNC training care of Shetland College:

Post	Children's Service	Community Care Service
Social Care Worker	SVQ3 + HNC	SVQ3 (some staff taking SVQ2)
Senior Social Care Worker	SVQ4	SVQ4
Manager	Personal Development Award (replacing Registered Managers Award)	Personal Development Award (replacing Registered Managers Award)

Once qualified, staff are able to register with the Scottish Social Services Council as the relevant parts of the register are introduced.

Staff in Social Care receive regular 1:1 supervision and are preparing portfolios to meet the Continuing Professional Development requirements of the registration of the workforce.

All care staff involved in the manual handling of people are trained to RoSPA standards in moving and assisting using local RoSPA trainers to up-date them on a regular basis.

The Scottish Intercollegiate Guidelines Network (SIGN) aims to improve the quality of healthcare for patients by reducing variations in practice. NHS Shetland has, with some adaptations to reflect local circumstances, adopted SIGN 70 *Diagnosis and Management of Epilepsy in Adults* and SIGN 81 *Diagnosis and Management of Epilepsy in Children and Young People*.

NHS Shetland, through its clinical Governance Coordinating Group, is also planning to review local practice against SIGN 98 *Assessment, Diagnosis and Clinical Interventions for Children and Young People with Autistic Spectrum Disorders*.

### **34. Short Breaks**

Local statistics show that by 2015, up to 68 adults could require some form of short break care. By 2010, up to 27 children are likely to need a short break service.

Short breaks for children with additional support needs are provided in Laburnum, a short break care home, which is registered by the Care Commission. Laburnum has been deemed unfit for purpose due to the design of the building and having to cater for a wide range of children with different and often conflicting needs. The feasibility study, which is to look at alternative options for service delivery is due to start in April 2008 and will be completed within six months.

Short breaks for children with additional support needs are also available with specially registered foster carers. Numbers of foster carers are low and it is hoped to increase these over the next two years.

Short breaks for adults are provided at Newcraigielea in Lerwick, a new care home which has expanded and enhanced the previous service. As well as overnight care, day or evening breaks are available.

People in outlying areas with an assessed need for short breaks in their own neighbourhood can access their local care home. The rural care centres predominantly accommodate older people, but they are registered to take any adult service users.

Shetland Islands Council runs a local self-catering holiday home which is fully wheelchair accessible. This can be booked by individual families or groups for short breaks.

## **35. Social Inclusion**

Shetland Islands Council includes a vision statement in its Corporate Plan 2004-2008 part of which reads ‘...Shetland; a place where: ...our society is vibrant, healthy and safe, and one in which everyone is able to take part....’

Children and adults with learning disabilities are supported to make full use of community resources and HMI Education and Care Commission inspection reports have commented favourably on this aspect of our work.

People with learning disabilities who have been resident in Shetland for one year benefit from generous subsidies made available by Shetland Charitable Trust, notably the Christmas bonus and the Equalisation of Charges policy which aids people on low incomes to meet care home charges, including those for short breaks.

COPE, through its development of social firms, has played a key role in social inclusion. It has brought goods and services into areas where others may not want, or be able, to operate and by doing this has helped to encourage sustainable economic activity and to give people with learning disabilities meaningful roles in their local community.

Service providers encourage and promote social inclusion by supporting their users to attend various public activities and events of their choice.

## **36. Supported Living**

Most long term accommodation for adults with learning disabilities is provided in supported tenancies for 2-4 people. Multiple occupancy tenancies are staffed in line with the needs of the tenants. This usually means that there is at least one member of staff on duty at all times that the tenants are at home, including sleep-ins. There is also an on-call system. The multiple occupancy model does not meet the needs of all people with learning disabilities, or only meets it for part of their life, and developments are underway to increase diversity.

Two new supported living schemes were developed in new-build accommodation during the lifespan of the last PiP. Sea View provides for 4 people with very high support needs and Ruddy Park can support up to 8 people (7 are currently in residence) in 2 bedroomed flats. With the consolidation of all short breaks at Newcraigielea, 2 beds at Srocketgaet were also freed up for permanent occupation.

There are now a total of 29 people living in multiple occupancy tenancies in 11 properties for adults with learning disabilities in the Lerwick area. In addition at least 4 others live in scattered single tenancies. By 2015 there could be 71 people requiring supported accommodation on account of their learning disabilities.

In 2009 a development at Quoys Phase 2 site in Lerwick will provide up to 13 further tenancies. Of these 9 will be single person tenancies. The accommodation has been designed in a horseshoe shape and is based on the core and cluster model.

In June 2007 a 'Transition Experience' flat was set up within an Independent Living Project property. It gives people on the ILP waiting list the opportunity to experience independent living and to develop their skills.

Funding has been identified to expand the Housing Service's support to vulnerable tenants. Community Care and the Housing Service are working together to identify people living in their own homes (or with the potential to live in their own homes) who are in need of additional support. It is anticipated that a significant number of these tenants will have mild to moderate learning disabilities.

Specialist care home accommodation for people with learning disabilities is not currently provided in Shetland.

### **37. Training (either for Staff or for People with Learning Disabilities and their Families)**

Council, NHS and voluntary sector staff have good access to training, a wide range of short courses are provided locally. There is a joint Training and Organisational Development Plan. Shetland's statutory agencies jointly commission training locally, utilise IT (web based training, CD-Roms, video-linking) and work closely with the local Further Education college and the University of the Highlands and Islands to plan for future needs.

As qualification requirements become clearer, Shetland Islands Council is increasing its commitment to SVQ training and a 5-year programme is being developed to ensure that all care staff acquire the necessary qualifications for their job within this period. Shetland's geographical location and the associated costs in time and money to travel make it challenging to access training as many training courses currently only take place on mainland Scotland. The recent increases in the requirements for statutory training have added to this pressure.

Family carers involved in the Special Needs Action Group have contributed to awareness raising through participation in seminars to members of the Council and Health Board and the Community Learning Disabilities Nurse and some members of care staff provide training to parent support groups on request. However, involving people with learning disabilities and family carers in the content and delivery of training, although this has occasionally happened, is something that could be further developed.

## **38. Transport**

There is an integrated Schools and Social Care transport service which can be booked 'out-of-hours' as well as for regular runs and occasional activities. Individuals can book this transport via Social Care if they are unable to travel by local accessible taxi or car and a modest charge is made for this service. The service generally works well for people with learning disabilities however short-notice bookings and cancellations can result in difficulties with timetabling on occasion.

A vehicle is available for use with service users at both the adult and children's short break services. Tenants in supported accommodation are assisted to purchase motability vehicles if they are eligible.

All local public buses and new ferries are wheelchair accessible. Frequency of services has been and is an issue for the whole population.

## Shetland's PiP Action Plan

Issue	Actions	Lead	Timescale
Autistic Spectrum Disorders	a) Address needs in feasibility study for children's short break service.	Service Manager – Children's Resources	2008
	b) Assess benefits of N.A.S. accreditation for adult services and register if appropriate.	Service Manager – Adult Services	2009
Children with learning disabilities	a) Complete feasibility study for short break service.	a) As above	2008/09 pilot 2009/10 full implementation
	b) Introduce Integrated Assessment Framework.	b) IAF Project Manager	
Disseminating the PiP		Service Manager – Adult Services	2008
Involving people with learning disabilities and family carers	Increase and evidence involvement appropriate to setting / topic.	a) All managers of services registered with the Care Commission.	2008 onwards
		b) Lead Professionals / Care Managers for IAF & SSA.	2008 onwards
		c) Project Managers	2008 onwards
Transition	a) Disseminate 'Thinking about Transitions' leaflet	a) Service Manager – Children & Families	Summer 2008
	b) Check final version of IAF fully addresses transition.	b) IAF Project Manager	2009

	c) Develop info pack for school leavers.	c) Local Area Coordinator	2008
Short breaks	Complete feasibility study for short break service.	As above	
Promoting Health Supporting Inclusion	Implement Scottish Enhanced Services Programme for Primary & Community Care (Vulnerable Adults – Adults with Learning Disabilities).	Community Learning Disabilities Nurse	2008-09
Therapeutic Input for People with Learning Disabilities	a) Access to therapy to be reviewed to ensure scarce resources are fairly distributed.  b) Managed Care Network for Learning Disabilities to be formalised between NHS Grampian, Orkney & Shetland	a) Service Manager –OT and Lead AHP  b) Service Manager – Learning Disabilities	2009  2008-09
Health Needs Assessment	a) Continue work to benefit people with learning disabilities through Local Health Improvement Strategy  b) Carry out actions in respect of FAI for Roddy Donnet	a) Community Learning Disabilities Nurse  b) Service Manager – Learning Disabilities	2008 onwards  2008-09
Adults in Need of Support and Protection	Implement new policy and review again when codes of practice published.	Chief Social Work Officer	2008
Employment Opportunities	Promote inclusion of people with high support needs.	Manager – Eric Gray Resource Centre	2008 onwards

Further Education	Consolidate ASDAN awards at Newcraigielea	Manager - Newcraigielea	2008-09
Health Promotion / Improving Access	Finalise then distribute Resource Info pack on learning disabilities for healthcare settings.	Service Manager – Learning Disabilities and Community Learning Disabilities Nurse	2008
Human Resources	Complete Workforce Development Plan for Education and Social Care	Executive Director – Education & Community Care	2009
Modernising Day Opportunities	Complete EGRC Feasibility Study.	EGRC Feasibility Study Project Manager	2008
Needs Assessment	a) Refine SSA procedures in the light of experience.  b) Introduce Integrated Assessment Framework.	Service Manager – Community Care Fieldwork  As above	2008 onwards
Older People	Ensure needs of people with learning disabilities are addressed in re-design of dementia services and Isleshavn care home.	Service Manager – Community Care Resources	2008-09
Physical disabilities	a) Coordinate NHS & SIC OT services.  b) Complete MARS review.  c) Continue to work on intro of stock control system & improved	a) Service Manager – OT  b) Principal Orthotist/Orthotics Manager  c) Service Manager - OT	2008 onwards  Sept 2008 onwards  2008 onwards

	maintenance arrangements.		
Offending Behaviour	Implement MAPPA locally.	Service Manager – Criminal Justice	2008-09
Short breaks	Complete feasibility study for children's short break service.	As above	
Supported Living	Open Quoys Phase 2	Manager – ILP	April 2009
Transport	Work with SIC Transport Service to develop a more flexible service.	Service Manager – Learning Disabilities	2010