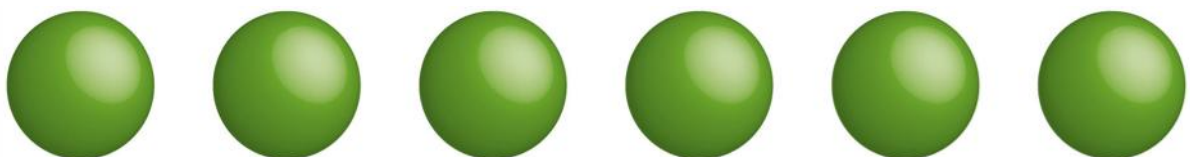# Feeling Settled Toolkit

Step by Step

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Contents

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Feeling Settled Toolkit

Introduction

**In November 2011, the National Development Team for Inclusion (NDTi) produced
Feeling Settled: a guide for those involved in changing a service from a Residential
Care Home to Supported Living where people stay in the same place. The report
sets out the steps for changing registered accommodation and care into supported
living for people with learning disabilities. It offers guidance for providers,
commissioners and regulators to support people with learning disabilities living in
registered care homes, who would like to have greater security of tenure, more
choice and control over their funding but at the same time are settled and would
prefer not to move.**

The stories and illustrations within Feeling Settled provide excellent examples of how this
change can take place and provide people with truly person centred solutions to provide
people with the outcomes they want. The report was well received and is now being used
nationally by providers and local authorities to help implement change.

The Feeling Settled report was endorsed by the Care Quality Commission (CQC), the
Association of Directors of Adult Social Services (ADASS), the Valuing People Now
Providers Forum and the Department of Health.

The NDTi is pleased to have partnered with Choice Support and Golden Lane Housing to
produce this Feeling Settled Toolkit. The Toolkit builds on the Feeling Settled report by
providing readers with further examples of good practice and useful resources at each
step of the person centred Individual Pathway included in the original report. We have
used the Individual Pathway as the core to this Toolkit as we want to emphasise that
although there are many technical challenges to resolve in order to effect change, it is
essential that the person stays at the heart of the process throughout.
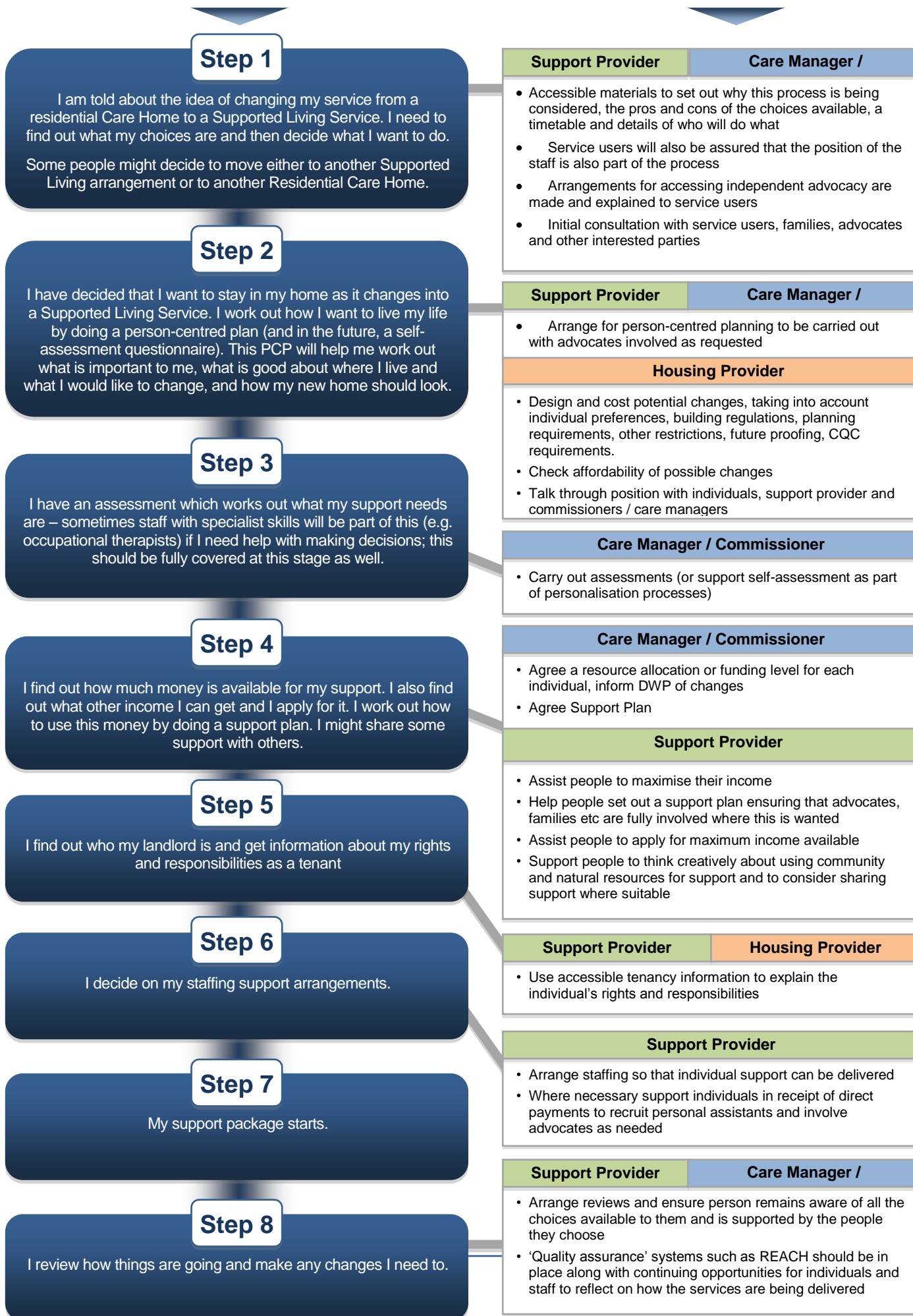
The Individual Pathway

Changing from a Residential Care Home to Supported Living service when all (or most) of the people served stay in the same place is a complex process that requires partnership working, together with careful and detailed project planning and clear communication. In Feeling Settled we recommended the establishment of a Project Group made up of key stakeholders with a lead agency identified. This group will set out a clear Business Plan (including a Communications Strategy to make sure that all interested parties stay well informed) and will oversee the delivery of the process. 'Leadership' of the process by one agency may prove useful.

In the Feeling Settled report, we set out a suggestion for how the Individual Pathway might look, which connects to the detailed activity that the agencies involved will be leading on.

Each project will be different, as will the challenges encountered, and project teams may need to build in additional steps to reflect their own approval processes and circumstances. Teams and team members may have skills and resources which will naturally lead them to take control and responsibility for certain steps and not others. Teams using this Toolkit should take suggestions and ideas from it and use it as suits their project; the steps outlined are for information and should not be seen as prescriptive.

Warwickshire County Council used the Feeling Settled report to develop their own toolkit, which others may find useful: **http://www.warwickshire.gov.uk/deregistrationtoolkit**

This is the Individual Pathway:

Step 1

I am told about the idea of changing my service from a residential Care Home to a Supported Living Service. I need to find out what my choices are and then decide what I want to do.

Some people might decide to move either to another Supported Living arrangement or to another Residential Care Home.

Support Provider	Care Manager /

- Accessible materials to set out why this process is being considered, the pros and cons of the choices available, a timetable and details of who will do what
- Service users will also be assured that the position of the staff is also part of the process
- Arrangements for accessing independent advocacy are made and explained to service users
- Initial consultation with service users, families, advocates and other interested parties

Step 2

I have decided that I want to stay in my home as it changes into a Supported Living Service. I work out how I want to live my life by doing a person-centred plan (and in the future, a self-assessment questionnaire). This PCP will help me work out what is important to me, what is good about where I live and what I would like to change, and how my new home should look.

Support Provider	Care Manager /

- Arrange for person-centred planning to be carried out with advocates involved as requested

Housing Provider

- Design and cost potential changes, taking into account individual preferences, building regulations, planning requirements, other restrictions, future proofing, CQC requirements.
- Check affordability of possible changes
- Talk through position with individuals, support provider and commissioners / care managers

Step 3

I have an assessment which works out what my support needs are – sometimes staff with specialist skills will be part of this (e.g. occupational therapists) if I need help with making decisions; this should be fully covered at this stage as well.

Care Manager / Commissioner

- Carry out assessments (or support self-assessment as part of personalisation processes)

Step 4

I find out how much money is available for my support. I also find out what other income I can get and I apply for it. I work out how to use this money by doing a support plan. I might share some support with others.

Care Manager / Commissioner

- Agree a resource allocation or funding level for each individual, inform DWP of changes
- Agree Support Plan

Support Provider

- Assist people to maximise their income
- Help people set out a support plan ensuring that advocates, families etc are fully involved where this is wanted
- Assist people to apply for maximum income available
- Support people to think creatively about using community and natural resources for support and to consider sharing support where suitable

Step 5

I find out who my landlord is and get information about my rights and responsibilities as a tenant

Support Provider	Housing Provider

- Use accessible tenancy information to explain the individual's rights and responsibilities

Step 6

I decide on my staffing support arrangements.

Support Provider

- Arrange staffing so that individual support can be delivered
- Where necessary support individuals in receipt of direct payments to recruit personal assistants and involve advocates as needed

Step 7

My support package starts.

Support Provider	Care Manager /

- Arrange reviews and ensure person remains aware of all the choices available to them and is supported by the people they choose
- 'Quality assurance' systems such as REACH should be in place along with continuing opportunities for individuals and staff to reflect on how the services are being delivered

Step 8

I review how things are going and make any changes I need to.

Useful resources to assist with each step

In this section we outline each of the steps in the pathway and suggest resources which will assist with the delivery of the tasks. As each project will be different, the project group will have to decide who will take responsibility for each task, however we have included suggestions based on previous experiences.

Step 1

I am told about the idea of changing my service from a residential Care Home to a Supported Living Service. I need to find out what my choices are and then decide what I want to do.

Some people might decide to move either to another Supported Living arrangement or to another Residential Care Home.

Tasks:

Support Provider   **Care Manager/Commissioner**

- Accessible materials to set out why this process is being considered, the pros and cons of the choices available, a timetable and details of who will do what

- Service users will also be assured that the position of the staff is also part of the process

- Arrangements for accessing independent advocacy are made and explained to service users

- Initial consultation with service users, families, advocates and other interested parties

Useful resources for this step:

- **Supported Living - Making the Move** by the NDTi

- **Supporting Culture Change** – a briefing note by Choice Support.

- The NHS in Kent produce a film for individuals and families talking about supported living and some of the changes that were happening as a result of their campus reprovision programme.

- Action for Advocacy have a number of advocacy **publications** available for free download and a searchable **database** of local advocacy service.

- **What is Supported Living?** information sheet

- Rob Greig's (NDTi) presentation "**Is Supported Living Really Working**" highlights the differences between residential care and supported living.

- Choice Support's powerpoint presentation **'Moving On'**

Step 2

I have decided that I want to stay in my home as it changes into a Supported Living Service. I work out how I want to live my life by doing a person-centred plan / support plan. This will help me work out what is important to me, what is good about where I live and what I would like to change, and how my new home should look.

Tasks:

Support Provider   **Care Manager/Commissioner**

- Arrange for person-centred planning to be carried out with advocates involved as requested

Housing Provider

- Design and cost potential changes, taking into account individual preferences, building regulations, planning requirements, other restrictions, future proofing, CQC requirements.

- Check affordability of possible changes

- Talk through position with individuals, support provider and commissioners / care managers

Useful resources for this step:

- Insights and articles from the NDTi's **Better Lives** programme which aimed to identify ways for working with families so that they and their family members get better lives and more choice and control and would recognise and respond to the concerns families have about taking up the opportunities offered by personalisation.

- **Person Centred Planning – Processes and Materials** - a briefing note by Choice Support

- Sheffield City Council have produced a **Support Planning Toolkit**

- **SCIE** have numerous briefings for various professionals (including housing, support, carers and user-led organisations) regarding the impact of personalisation.

- **Community Catalysts** work with people and organisations to help them develop and deliver local support rather than services to live their lives

- There are many other tools and different systems which will help everyone focus on planning to ensure that the person is at the centre of the process. Some useful links include:

www.supportplanning.org

https://www.247grid.com

http://www.familiesleadingplanning.co.uk/

http://www.helensandersonassociates.co.uk/resources.aspx

http://www.helensandersonassociates.co.uk/reading-room/how/person-centred-thinking/one-page-profiles.aspx

http://www.centreforwelfarereform.org/library/by-az/planning-with-families.html

http://www.circlesnetwork.org.uk/index.asp?slevel=0z114z115&parent_id=115

More Useful resources:

- Golden Lane Housing's example **rent model**

- The **Housing Environmental Assessment** form helps to establish the needs of the individuals following which an outline specification to change any of the physical elements of the building can be drawn up. In the very early days of planning a service many of the assumptions are broad so this assessment may need to be re-visited at a later date.

- **The Real Tenancy Test** asks 11 key questions to determine whether the tenancy is genuine and gives guidance to ensure that the tenant has real tenancy rights. These include questions such as:

  - Are tenants having a restricted access to any part of their home, other than cotenants private space?
  - Is there equipment such as telephone line, office equipment and files owned by the housing or support provider in the tenant's home?
  - Do the landlord or support provider staff have free access and hold keys to the tenant's home? The Real Tenancy Test Worksheets at the end of the document can be used to make notes when assessing each individual service.

- Changes to the building support the feeling of being an ordinary home. Choice Support's document **Does this look like my home or a care home? c**an also assist with this

- This **document** provides details of the range of possible Landlord/Support Provider relationships.

- **Void Protocol example** – a briefing note by Golden Lane Housing

- **Nomination Agreement example** – by Golden Lane Housing

- This provides an overview of information to be included in a Service Level Agreement between housing and support provider (including departments or directorates within the same organisation) so that each are clear about roles, responsibilities, expectations and lines of communication. **http://www.glh.org.uk/wp-content/uploads/2013/02/SLA_overview_example/pdf**

- Visit **www.planningportal.gov.uk/permission/commonprojects/changeofuse** to see the planning usage classifications for England.

Step 3

I have an assessment which works out what my support needs are – sometimes staff with specialist skills will be part of this (e.g. occupational therapists) if I need help with making decisions; this should be fully covered at this stage as well.

Tasks:

Care Manager / Commissioner

- Carry out assessments (including mental capacity tests) or support self-assessment as part of personalisation processes

Useful resources for this step:

- **My Decision Making Agreement** and **Making Decisions is Part of our Lives** by Choice Support

- Hampshire's **Mental Capacity Toolkit** guides decision-makers through the process of capacity assessing and Best Interests decision-making

- **Khurrum's Move**. This film demonstrates the importance of involvement and consultation in best interests' decision-making.

- **There are a number of resources on the Learning Disability section of the SCIE website**

- **Choice Contracts and the Mental Capacity Act 2005** provides a practical guide to making housing and support decisions for people with learning disabilities

- **Preparing care plans, transition plans and best interests assessments for court of protection proceedings** – a paper designed to assist local authorities and other statutory bodies applying to the Court of Protection with preparing evidence to support applications relating to health and welfare.

Step 4

I find out how much money is available for my support. I also find out what other income I can get and I apply for it. I work out how to use this money by doing a support plan. I might share some support with others

Tasks:

Care Manager / Commissioner

- Agree a resource allocation or funding level for each individual, inform DWP of changes

- Agree Support Plan

Support Provider

- Assist people to maximise their income

- Help people set out a support plan ensuring that advocates, families etc are fully involved where this is wanted

- Assist people to apply for maximum income available

- Support people to think creatively about using community and natural resources for support and to consider sharing support where suitable

Useful resources for this step:

- **Making It Personal for Everyone** by Steve Scown and Helen Sanderson explains how they moved services from block contracts to individual service funds

- **Guidance on Money Management** is a guide for support staff and their managers who work with people who may lack capacity to manage some aspect of their own money. It is not designed to be a guide for how to support people who are able to make all their own financial decisions with support, although some of the principles may also be useful

- **My Home My Money** is a guide for people who support adults with learning difficulties to manage their money (including parents and professionals). Whether the person you support is already living independently, or whether you are supporting them to plan for the future, this guide will:

  - explain what is involved and the steps to take

  - raise questions and discuss possible problems that could arise

  - give tips and ideas of what has worked for other people

  - give examples of how people have managed their money

  - suggest other sources of information and advice

- The Centre for Welfare Reform has a huge library of information include article under the headings of "Self Directed Support" and "Money". The following articles may be of interest: **http://www.centreforwelfarereform.org/library/by-az/implementing-selfdirected-support.html** and **http://www.centreforwelfarereform.org/library/by-az/integration-through-personalisation1.html**. They also have a number of resources relating to the **creative use of personal budgets.** You can also visit their **library** for other information.

- A free online **personal budgeting tool** from the Money Advice Service

- The **Money Advice Service** also has a number of printed guides available for download.

- **Supporting Culture Change** – a briefing note by Choice Support.

- **www.247grid.com** 24/7 Grid lets you design the support around your daily life, calculate the costs and share your plans with your Circle of Support.

Step 5

I find out who my landlord is and get information about my rights and responsibilities as a tenant

Tasks:

Support Provider and Housing Provider

- Use accessible tenancy information to explain the individual's rights and responsibilities

Useful resources for this step:

- Easy Read Tenancy Guide – Golden Lane Housing **http://www.glh.org.uk/wp-content/uploads/2013/01/GLH_Tenancy_agreement_guide.pdf**

- **Easy Read Tenancy and Support Agreements** by the National Housing Federation

- **The Real Tenancy Test** asks 11 key questions to determine whether the tenancy is genuine and gives guidance to ensure that the tenant has real tenancy rights. These include questions such as:

  - Are tenants having a restricted access to any part of their home, other than cotenants private space?

  - Is there equipment such as telephone line, office equipment and files owned by the housing or support provider in the tenant's home?

  - Do the landlord or support provider staff have free access and hold keys to the tenant's home? The Real Tenancy Test Worksheets at the end of the document can be used to make notes when assessing each individual service.

Step 6

I decide on my staffing support arrangements.

Tasks:

Support Provider

- Arrange staffing so that individual support can be delivered

- Where necessary support individuals in receipt of direct payments to recruit personal assistants and involve advocates as needed

Useful resources for this step:

- **In Control factsheets** provide accessible information for everyone who wants to direct their own support.

- **Getting it Right!** is a guide for families whose relative is getting support through a Direct Payment or Personal Budget. The person may be living in their family home or be living in their own home

- Various documents by Choice Support including**: Supporting Culture Change, Advice on meeting the workforce - specific outcomes of the Care Quality Commission regulations** and the Staff **Matching Tool** - a simple way to record what is needed to give a person the best match between those who use services and those who provide them.

Step 7

My support package starts.

Step 8

I review how things are going and make any changes I need to.

Tasks:

Support Provider and Care Manager/Commissioner

- Arrange reviews and ensure person remains aware of all the choices available to them and is supported by the people they choose

- 'Quality assurance' systems such as REACH should be in place along with continuing opportunities for individuals and staff to reflect on how the services are being delivered

Useful resources for this step:

- **REACH** provides a clear definition of Supported Living together with a set of standards and best practice targets that can be applied to any service which is involved with Supported Living. REACH is produced by and available from Paradigm.

- A **De-Registration Checklist** - by Choice Support. To be used as a way of collecting evidence of the process before it is submitted to CQC

- **Action Plan following successful de registration** – by Choice Support

- **Action Plans for Deregistration** by Choice Support

Conclusion

This toolkit is intended to offer a practical approach to one way of changing services that will offer some people greater choice and control over their housing and support. It is a complex service change process which will require careful planning and implementation, especially if the people using these services are going to stay at the centre of decision making. For some services these changes will not be possible as a result of financial issues, physical limitations of buildings, legal issues and so on. However for some services, committing the time, energy and resources to working closely with colleagues, individuals and their families can provide greater security, more choice and control for individuals and accommodation and support services which will endure.

The stories and illustrations within Feeling Settled provide excellent examples of how this change can take place and provide people with truly person centred solutions to provide people with the outcomes they want. Each project will be different and teams will encounter different dynamics and challenges within each one. We hope that the Toolkit provides readers with both practical and useful resources which will enable that change to happen successfully.

If you need further support with making the change from residential care to supported living, please contact the NDTi on 01225 789135. We are able to provide expertise through training, project management and mentoring to assist you through this period of change.

About the National Development Team for Inclusion (NDTi)

The National Development Team for Inclusion is a not-for-profit organisation concerned with promoting inclusion and equality for people who risk exclusion and who need support to lead a full life. We have a particular interest in issues around age, disability, mental health and children and young people.

Our main aims are to:

- Shape and influence policy and public debate

- Enable a stronger voice of people to be heard

- Support services to work differently so that they promote inclusive lives

- Support communities to be welcoming and inclusive

We have nationally recognised expertise in learning disability, older people, disabled children, young people and mental health. However, an important focus of our work is to help people to get beyond traditional client group based thinking and to promote community and citizen based ways forward.

People and organisations work with us to achieve this because we do things differently.

NDTi gets beyond service 'client group' silos and works with people as equal partners and citizens who have positive assets to contribute

NDTi bring together development and evaluation techniques, to support change that evidence shows will deliver better outcomes and value for money

How we see people

How we do our work

What we are

Our knowledge and skills

NDTi is non-profit and independent of vested interests, so can be honest, balanced and supportive

NDTi works nationally and locally, bringing the experiences of people's personal lives alongside national and strategic perspectives

Claire Hall has over 25 years experience in social housing; including strategy, housing management, needs assessment, development, sales and lettings. Over the last 15 years she has focused on housing and disability issues and now works as an NDTi Associate providing training, project development and management, consultancy, research, coaching, assessment and other services in housing and support for people with disabilities.

Claire's recent work has included the project management of a campus closure programme moving 77 people with learning disabilities from hospital to supported living, training programmes for housing and support providers, tender writing, housing assessment and planning with individuals and families, telecare assessments, research and report writing.

About Golden Lane Housing

Established as an independent charity by Mencap in 1998, **Golden Lane Housing (GLH)** Golden Lane Housing (GLH) is the country's leading national charity specialising in housing people with learning disabilities. GLH was formed to help tackle the immense problems that people with a learning disability face when it comes to housing and being able to make choices about where, with whom and how they wish to live their lives.   Our approach is to start with the individual, to help people find housing tailored to their specific needs. A national shortage of social housing, means many people with a learning disability struggle to find housing that meets their needs and are often offered housing that would mean them having to move away from friends and family, putting a greater burden on cash strapped local authorities to provide formal paid support and in some cases putting people at risk of bullying and harassment. Since inception, GLH has invested over £74 million transforming the lives of over 1,100 people by providing supported housing to meet their individual needs.

GLH recognises that every individual is different, so we pride ourselves on being flexible and helping people in a variety of ways:

- Providing access to existing GLH rented housing

- Helping people rent in the private sector through our *Great Tenants* service

- Working with families, individuals or Trusts to buy or manage properties through our *My Place* service

- Working with support providers to reconfigure properties to enable deregistration of existing services and ensure true separation of housing and support

For free impartial advice about housing and to discuss GLH's range of services:

John Verge has worked in various roles within the social housing field for nearly 20 years and joined Golden Lane Housing in 2000. He has been involved with leading on innovative supported housing solutions across the country for hundreds of people with a

learning disability. John has project managed major schemes, including the re-provision for people moving from long stay hospitals such as in Cornwall, Kent and London, and supported commissioners and care providers to de-register numerous schemes.

About Choice Support

Choice Support is a pioneering social care charity providing support services for disabled and disadvantaged people. Choice Support was formed in London in 1984 to help people with learning disabilities have better lives, and now provide services throughout much of England to people with learning disabilities, autism, mental health needs, complex health needs, physical disabilities and homeless people.

Choice Support offers a wide range of support services across the country including:

- supported living
- outreach
- shared lives
- positive behavioural support.

Whatever type of service we provide, and however it is funded, our aim is to enable all the people we support to have full, healthy and meaningful lives. This includes housing, employment and relationships – a life like any other.

Our experience

Choice Support and London Borough of Southwark are over half way through a ground breaking project, which is cutting costs and improving standards.

The Centre for Welfare Reform has published two reports on the Southwark project describing the personalisation of this traditional block contract for 83 people. Both of these reports are available as free downloads on the publications page of the Choice Support website: **http://www.choicesupport.org.uk/index.php/publications**

Sarah Maguire has worked with people with learning disabilities and their families since the mid 80's when she began supporting people to move out of long stay institutions back to their homes.

Sarah began work as a supporter and then manager of services set up by the Tizard's Special Development. Following completion of her training qualification she spent the next

7 years working as a trainer with staff across the country with a particular interest in finding new ways to take training into the workplace.

Sarah completed of her MA in Applied Psychology of Learning Disability Services and began work at Choice Support formerly Southwark Consortium. She has been part of its growth from a single borough organisation in South East London to a National provider. During this time Sarah has worked as an operational manager and more recently in development and quality assurance. A thread running through her work has always been finding new ways to support people to take control of their lives.

Acknowledgements

The NDTi, Choice Support and Golden Lane Housing would like to thank all the individuals and organisations who have signposted us to good information and to those who have produced that information and made it freely available to all so that we can improve housing and support arrangements for people with learning disabilities.

We would also like to thank CMM for supporting us with this project. CMM (Care Management Matters) is a journal for the UK care sector, highlighting and promoting best practice in the industry. The magazine focuses on topical issues covering legislation, finance, marketing, HR, training and recruitment.