DRAFT
Coleshill Centre for Economic Inclusion – Progress Report

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Progress Report
Coleshill Centre for Economic Inclusion

1	**Purpose**
	The purpose of this report is:- • To present the findings following the review of the progress made by the Coleshill Centre for Economic Inclusion(CEI) • To make recommendations on the next steps and seek agreement to move forward with these.
2	**Background**
	On the 19th April 2010 the Executive Board approved the business plan for establishing Coleshill Centre for Economic Inclusion (CEI). The Coleshill project aimed to turn an existing day centre and former residential home into a Centre for Economic Inclusion. The project was integral to the department's strategic intent to stem the ever increasing demand for health and social care services, which invariably comes from the same group of people who are economically inactive. The aim was to develop readily accessible, timely, high quality and coordinated preventative support to break the inevitable slide into statutory care or/and the criminal justice system. The CEI represented an innovative and dynamic approach to engaging people who have been furthest away from the labour market. The development was part of a larger programme of service redesign by discontinuing outdated models of care and commissioning services that enable people to take greater responsibility for their own health and wellbeing and putting them on a more sustainable financial footing. The vision for Coleshill CEI, as part of the wider Carmarthenshire COASTAL programme 2009/14, was to enable economically inactive, disabled and disadvantaged citizens to live independent lives through greater economic activity. This PAN disability approach sought to establish an essential infrastructure of regenerative/preventative support which individuals, their families and networks were encouraged to co-produce and share, based on the ethos of a social enterprise. Central to this approach should have been the shift in the balance of power from commissioners to individuals who should have greater control and choice over the services they use.

Project Development – three phased approach.
A three phase approach was taken to the development of the project –

- Phase 1 – June 2011 – June 2012,
  - Building construction
  - Relocation of current occupying services
  - Business planning and market testing

- Phase 2 – June 2012 – March 2013
  - Opening of Coleshill CEI
  - Relocate identified social care services into new CEI

- Phase 3 – April 2013 – March 2014
  - Building towards a level of sustainability by expanding the business model to include other services currently contracted by the local authority which could include Direct Payments and Welfare Advice.

Coleshill CEI was to target people who were furthest away from the labour market, hardest to reach people who faced barriers to employment whilst working on the wider determinants of successful economic engagement, such as confidence, social factors, housing and others.

The Commercial viability of the project would only be proved in the longer term. In the short term, there were a number of suppliers who would locate their service delivery to the centre, bringing with them their lease costs and service budgets whilst several other providers were expected to make programmed use of the centre as a base for delivering their services and would pay a fee for this arrangement.
The medium to long term goal was to develop the social firm model to ensure the sustainability of Coleshill. It was envisaged that a number of successful enterprises from across the county would be brought together under the CEI umbrella. However, the value for money test of the centre was to be measured in terms of the number of vulnerable people it supports to live independent lives through improved employment prospects and levels of disposable income.

Initial Objectives
Six broad categories of objectives were agreed for the CEI –

- Marketable skill development and training for employment
- Supported employment
- Support your own business – social firm, self employment and social enterprise development.
- Delivering independent living information to promote employment prospects
- Delivering health improvements and rehabilitation in support of work
- Networking and other forms of support.

It was predicted that over the life of the Carmarthenshire COASTAL Programme Coleshill CEI would work with approximately **600 individuals** who were economically inactive.

On a day to day basis it was estimated that between 65 and 95 persons would be using the centre at any one time.

The Coastal Project Team was to work with the Coleshill Operational Team to populate the established data recording systems and collate the outcomes and outputs. These were to be reported to COASTAL and WEFO.

3	**Outcomes / Outputs**	

The first major outcome for the project was the development of the Coleshill building which was completed in the summer of 2012. However there were 6 other outputs linked to the objectives of the project to be achieved within the first 2 years of operation:

OUTCOMES		OUTPUTS
Number of referrals		600 Adults
Information exchange		Information, support and advice delivered to 600 adults
Rehabilitation support		Delivered to 400 individuals
Training skills	Soft skills	600
	OCN	350
	NVQ	250
Business development		The creation of 5-8 enterprises
Networking support		20-30 individuals to receive support form peers and staff

As previously noted performance was measured via the agreed reporting framework established between COASTAL and WEFO.

Carmarthenshire outcomes have been documented in the recently published Evaluation of the COASTAL Project report January 2015 produced by Wavehill – research evaluation surveys...\coastal\WH - evaluation of COASTAL - final report - TN 26 02 15.pdf (**N.B.** figures cited within document are inaccurate due to the delay in closing the project, accurate figures documented below from database.)

In summary, the Coastal and Arena Team worked with-

COASTAL TARGETS		
OUTCOMES		OUTPUTS
Number of participants		1265 individuals
Training	Accredited qualifications	517
	Further learning	220
Employment		141
Positive outcomes		686

These outcomes far exceeded the predicted outcomes at the time of project initiation.

It is also important to understand outcomes from the individuals point of view, below is an account from a gentleman supported via Coleshill and COASTAL,

Peter was referred to Carmarthenshire COASTAL through the Job Centre; he had not worked since 2003 following three accidents in work.
He explains the kind of support he received through COASTAL;
"I had a lot of support; they've bought someone to the house because I wasn't going out who saw I had a talent for doing things. I certainly wouldn't be talking to you on the phone if it weren't for COASTAL, I had no confidence, and they spent a lot of time encouraging me to go out of the house. There was a lot of one-to-one and she encouraged me to go to Colts Hill where I was helped to be around people and the lady who ran the centre spent a lot of time helping me, if it wasn't for COASTAL I wouldn't have gone there."
Peter explains the main benefit he received from the project was the training courses and the one-to-one support;
"They [COASTAL] put me on a training programme; I did a course which taught me how to teach wood turning to people with learning difficulties. I did a few other courses as well as peer mentoring and a health and safety course. I can't sit down; I can only lie down and COASTAL spoke to the lady in the centre and arranged a bed for me so I could lay down whenever I needed to. They set up a thing with Next Steps so I could teach wood turning there and I started off as a volunteer and then I did two months volunteering and nearly three months paid doing four hours a day and I didn't need to be on my feet all the time. My advisor spent a lot of time with me one- to-one and helped me to get out of the house, increasing it gradually, reassuring me and things like that."

Here are some of the ways individuals that have used the services describe their experience,

(SEE APPENDIX A)

4	**Current Position**
	The Restructure of Learning Disability, Safeguarding and Commissioning Services and the closure of Coastal were the main service priorities of 2014/15.

The restructure of Learning Disability Services has been completed with most posts being filled. This has been an unsettling period for most staff, however the process has been completed in a timely and productive manner. Effective communication has been key with a lot of time spent with staff reassuring them and supporting them through the process.

Through this period we have chosen to focus our efforts on select number of projects / initiatives to ensure we have a solid foundation on which to build upon and to maintain the current quality of service provision. The new senior structure will allow us to provide clear and consistent direction for the journey ahead. The team are committed to desegregating our existing services, working with individuals and their families to ensure they have equal access to mainstream services and are instrumental in designing specialist services.

Work has already begun on the quality management framework within the service. The audit focus is on performance management systems, quality assurance, and engagement.

COASTAL Closure -
One of the key aims of the restructure, as far as Day Opportunities has been concerned, was to integrate the good practice associated with COASTAL and maximise services on offer through a robust and deliverable business plan which encourages participation at all levels for those who are experiencing disability, illness or social exclusion.
This key area of activity continues to revolve around the work undertaken at the Coleshill CEI which, with the added value that the COASTAL project brought has allowed the development of a series of small pilot enterprise projects allowing participants, volunteers, community groups and organisations to engage and work together.

Pilot Enterprise Projects
Over the past twelve months there has been significant success in the current projects within the service that provide training and supports participants in vocational skills/work ethics.

- **Catering** – **Blas Myrddyn** continues to go from strength to strength with a steady growth in income however we are yet to realise the potential of **Cafe @ SA31**. Currently a focus group run by Carmarthenshire People First are scoping the feasibility of a sandwich delivery service.

- **White Goods / Recycling** - again we have seen steady growth in income and thanks to a grant via the Wallich we now have a container at the local amenity site at Nantycaws to increase the number of units coming into the project. |

- **Creft Prenn** – a new partnership has been secured this year with Burns Pet Nutrition who are acting as a vendor for the woodwork products / garden furniture made at this project with the view to setting up an independent workshop on site.

- **Grounds Maintenance** – new contacts and partnerships have been maintained and increased upon this year. Current partners include Parc Y Scarlet's and providing services for protected properties.

In addition,

The Work Choice Team continues to be one of the top performing agents in the country having secured **jobs for 132 individuals** in the last 12 months. These individuals are now able to contribute to the local economy and do not have to rely on benefits, this in its self builds their self esteem, confidence and general wellbeing.

Coleshill CEI-

Coleshill continues to grow steadily, **127 individuals** currently access Coleshill with activities now taking place throughout the day, evenings and at weekends.
We work in partnership with at least **9 other organisations** providing a range of activities, several advisory services and currently rent all but one of our office spaces securing **£25,200 in rental income annually**.

We currently have **31 volunteers** who, support the running of the centre and provide training sessions, many of these volunteers would of traditionally been 'service users' but by getting to know the individuals we have been able to identify their unique skills and abilities and match them to an opportunity where they can utilise these by supporting others. This approach gives value and meaning to many and allows individuals to learn from their peers fostering more productive relationships, encouraging coproduction and increasing the likelihood of sustaining the relationships outside of the remit of the service.

During recent consultation with individuals who use the service at Coleshill it became apparent that many had concerns over how they would be able to continue with their attendance with the implementation of the new fairer charging policy. This prompted us to look at alternative options for individuals based around the skills they possessed and in doing so discovered for some they had skills they could offer the service through volunteering. Volunteering providing mutual benefits for the individual, others and the service.

Focus areas,

- We are currently building upon the **laundry service** in conjunction with a local business woman, incorporating training in this venture with the possibility of recycling school uniforms.

- The production of craft items throughout the services continues to provide a positive activity for service users and also saleable goods. We have recently been approached by the **LIFT** project and they are willing to sell the goods services produce in Llanelli Market; this will also provide retail experience for many service users.

- The **hairdressing salon** is now in operation, with the launch of 'Tangles' on the 3rd of August 2015. A training package is currently under development which will provide opportunities for those who would like to gain skills in this area and offer a work placement opportunity for local colleges to utilise.

- Several pieces of **Gym** equipment have been purchased and by working in partnership with the physiotherapist from CTLD we are now able to offer bespoke wellbeing programmes for individuals which promotes fitness and mobility. Discussions have taken place with colleagues in leisure and we hope to be able to offer this service to the general public via the G.P. referral scheme.

- **Knit and natter**, a social support group for carers / family of people with a physical disability**.** Whilst individuals access opportunities or services within Coleshill centre their partners / carers can join a group of peers for support, fun, and advice.

5	SWOT analysis

Produced after various stakeholder engagement sessions

Internal	
Strengths	Weaknesses
1. Well equipped services 2. Well trained and qualified staff 3. Services covering a large geographical area 4. Coastal experience and learning lessons from the robust review of this programme 5. New robust management framework 6. Current service delivery echoes examples of best practice and current theory 7. The right culture of promoting individuals strengths and being inclusive 8. Well established internal systems 9. The Local Authorities reputation of being reliable.	1. Lack of accurate data in relation to current needs and existing external provision available 2. Lack of comprehensive, accountable business planning including projections for future demands and service developments 3. Procurement systems which prevent us from achieving best value 4. The need to make efficiencies 5. Lack of management drive and direction during recent restructure process 6. Limited access to external funding streams due to being a Local Authority service

External	
Opportunities	Threats
1. Greater opportunity to work in partnership with 3rd sector / external agencies 2. Good relationships already in existence with external agencies 3. Development of regional partnership boards 4. Economies of scale 5. The ability to apply recent research in the area of social norms, community inclusion and coproduction 6. The availability of advice and support from recognised experts in the field such as Social Firms Wales and Welsh Cooperative Centre 7. The Social Services and Wellbeing Act	1. The fragility of the local economy 2. Achieving buy in from stakeholders 3. Changing the culture of service provision from a Hotel Model to one of self reliance and empowerment 4. Incompatible IT systems or procurement processes preventing effective partnerships 5. Sustaining internal capabilities in the face of ongoing budget pressures 6. Not being able to achieve compliance measures attached to some funding streams due to the individual learning styles of some we support exceeding set timeframes.

6	**Models of delivery – Good Practice**
	We have been working towards community based services for over 30 years however moving away from traditional building based services can be a struggle. There are more people needing services and an increased pressure on community services due to the current economic pressures. Even where services have been remodelled most community services have 'a base' and there is a real risk that these just become mini day centres if we do not make radical and progressive changes. A national survey found that 39% of all people with a disability were attending a day centre, of which two fifths were attending 5 days a week (Emerson etal 2005) It also found that one in six had a paid job compared with two thirds of men and half of women in the general working age population. In national policy, people are described as having a good day when they are, - Doing things that have a purpose and are meaningful for them, - Doing things in ordinary places, that most members of the community would be doing, - Doing things that are uniquely right for them, with support that meets their individuals and specific requirements - Meeting local people, developing friendships and connections and building a sense of belonging. However we still find many people in Carmarthenshire access services which are, - Segregated - On a Monday – Friday basis - About what the service can offer and not about what the person wants or needs Based on this it is obvious that we need to build on the COASTAL model and continue the development of Coleshill CEI. There is no one way to improve services. Support needs to be developed around the local need and the local community assets including the social capital of the area. Many of the best examples of best practice are of services which take a whole life approach and are based on good person centred practices and models of inclusion. Many of these examples can be found in the literature on supported living, direct payments and, the In Control pilot projects.

In light of these examples a key goal of Coleshill is to build an inclusive community which ensures that people have the opportunity to participate in all aspects of community life. In order to achieve this we must,

- Support people to participate in the life of their local community
- Build and strengthen the communities capacity to provide support to individuals and their families
- Facilitate integrated local community planning and coordination which engages and involves people, families, service providers and community organisations
- Work with existing providers to enhance their capacity to provide relevant and appropriate supports in the community
- Improve access to information about relevant services and community activities.

At its most effective, community inclusion has benefits for the whole community, in that all people benefit from a community which celebrates diversity and protects and promotes the rights of all people.

Coleshill draws its main inspiration from the social model of disability. According to this model, disability is caused by the barriers to participation in community life, rather than by a person's own impairment. The social model of disability recognises the potentially disabling nature of community life for people with a disability and the tendency for communities to be planned around the needs of people who don't have a disability (Oliver 1990; Swain et al 1993; Shakespeare 2002, 2006; Goggin & Newell 2004).

Emerson, Honey and Llewellyn's research suggests that approaches to social policy which focuses on the environment of people with a disability and specifically address their experience of hardship and social support could have an impact on social wellbeing (Emerson, Honey & Llewellyn 2008).

From this perspective initiatives and strategies that promote social and community change are critical to improving opportunities for people with a disability to live in communities that are relevant and affirming.

Services must engage a broader range of stakeholders to develop a co-ordinated approach to community planning and service development that creates more supportive and inclusive communities, allowing people to exercise more choice and control in the way that they live their lives.

Models of good practice include:
- Community development
- Coproduction and Person Centeredness
- Alternative models of delivery –
  1. Social firms/social enterprise
  2. Co-operatives
  3. Local authority trading company
  4. Supported employment

One model of good practice has been described in the diagram below,

Self-Directed Supports
Flexible supports which enable participation, well-being, social connection and independence. Can include disability specialist supports, and community and informal supports.

Community Building
Community development.

Participation and empowerment.

Enhancing disability supports.

Community Membership and Social Inclusion

Self-Directed Planning
Planning based on individual strengths, interest, aspirations, choices and goals.

Community development is a key priority for services across the world,

The use of an Assets-Based Community Development (ABCD) approach, as developed by the Institute of Assets-Based Community Development in the USA is something which should be considered when developing Coleshill. The ABCD approach has the following features:

- It starts from a position of understanding the strengths of a community, rather than the issues and needs in a community;
- It stresses the importance of local investment and control;
- It relies on the building of relationships between local people and organisations. (Kretzmann & McKnight 1993).

In the UK where a community building approach has been encouraged by government for some time, the characteristics of a strong community have been described as:

1. *A learning community*, where people and groups gain knowledge, skills and confidence through community activity.
2. *A fair and just community*, which upholds civic rights and equality of opportunity, and which recognises and celebrates the distinctive features of its cultures.
3. *An active and empowered community*, where people are fully involved and which has strong and varied local organisations and a clear identity and self-confidence.
4. *An influential community*, which is consulted and has a strong voice in decisions which affect its interests.
5. *An economically strong community*, which creates opportunities for work and which retains a high proportion of its wealth.
6. *A caring community*, aware of the needs of its members and in which services are of good quality and meet these needs.
7. *A green community*, with a healthy and pleasant environment, conserving resources and encouraging awareness of environmental responsibility.
8. *A safe community*, where people do not fear crime, violence or other hazards.
9. *A welcoming community*, which people like, feel happy about and do not wish to leave.
10. *A lasting community*, which is well established and likely to survive.
(United Kingdom Home Office 1999)

It should be the intention of any community building program to build and maintain communities with these characteristics

In the UK, the Department of Health has moved to a co-production framework in the delivery of social care. This model is based on 'a partnership between citizens and public services to achieve a valued outcome' (Department of Health UK 2009).

These approaches assume that every person has the capacity, ability and potential to participate. According to Hughes et al (2007) there are three factors that influence the level of participation by a person in their community:

1. Motivation – a link between a person's values and the intended outcome of the project.
2. Skills and resources – capacity in terms of time, money and skills (both formal and informal).
3. Engagement – involvement in networks where they are invited to participate.

Person Centeredness.
The past three decades has seen an increasing trend toward individualisation or personalisation in the design of services and supports for people with learning disabilities. More recently, person centred approaches have come to strongly influence innovation in the provision of supported accommodation and the design and delivery of vocational, educational and social supports.

PCP as a specific approach originated in North America in the late 1980s. The development of PCP was influenced by a number of factors including dissatisfaction with the impact of Individual Programme Plans and broader ideological developments
reflected in theories of normalisation and social role valorisation, the 'five accomplishments' and the inclusion and disability movements.

A number of different approaches to PCP have evolved. These include Essential Lifestyle Planning, Individual Service Design, Personal Futures Planning, MAPs and PATH. The different styles of PCP are used to answer the questions, 'Who are you and who are we in your life?' and 'What can we do together to achieve a better life for you now and in the future?' They differ in the way in which information is gathered and whether the primary emphasis is placed on the detail of day-to-day life or on developing longer-term plans for the future.

Expectations have to driven health and social care policy in the direction of choice, control and "personalised" support. Independent living has been the focus of government policy for some time. In particular, proposals to personalise supports and services incorporate "co-design" as an important feature.
Charles Leadbetter, in the Demos pamphlet *Personalisation through Participation* states:

Personalisation through participation makes the connection between the individual and the collective by allowing users a more direct, informed and creative say in rewriting the script by which the service they use is designed, planned, delivered and evaluated.

Coleshill has increased the opportunities for people with a disability to be seen as valued and contributing citizens in their local communities and will continue to do so. In particular when working with people with a disability, it is important to recognise the multi-dimensional aspect of all individuals, and not reduce them to a single dimension of their disability. We will ensure this continues by developing user led service boards and maintaining person centred reviews led by the individuals themselves.

Recent research has suggested there are eight key ingredients for successful community – based provision:-
- Partnership with people and their families
- Leadership
- Cultural change in services
- Personalised planning with and for people
- Individualised funding and direct payments
- 'smart' commissioning
- Staff development
- Community capacity building
  "Having a Good Day" SCIE

(See **APPENDIX B**)

Alternative models of delivery have been developed to try and practically implement some of the theory and models described above. The following are some examples,

Social Firms / Social Enterprise
From: Social Firms UK website

A Social Firm is one type of social enterprise. Other types of social enterprise include development trusts, cooperatives, credit unions and community businesses. A social enterprise is a business that trades for a social purpose.

A Social Firm is a business set up specifically to create employment for disabled people. There are 3 core values that Social Firms will subscribe to within their businesses, orientated around Enterprise, Employment and Empowerment:
Enterprise – Social Firms are businesses that combine a market orientation and a social mission ('businesses that support' rather than 'projects that trade'):

- At least 50% of the firm's turnover is earned through sales of goods and/or services.
- The firm has an appropriate legal status. It must not be governed or driven by individual profit (except for worker cooperatives). Remote shareholders must not extract unreasonable profit.
- The firm is trading and follows business processes, such as having a business plan in place.
- The firm has a constitution or written guiding principles that reflect its employment objective re disabled people.
- The firm has a management structure that supports trading as the firm's primary purpose.

Micro-enterprises
(summarised from the NDT website)
A small ('micro') business ('enterprise'). Each micro-enterprise is different, so the size, type of business and legal arrangements can vary a great deal. But there are some common characteristics:
- They are built around individuals. They require thinking at the 'micro' level – about this person, with these interests, living in this community.
- They aim to make money, not to give people something to do
- They are businesses seeking out ordinary commercial opportunities
- They don't generate income through donations or grants (except, possibly, as start-up money) and don't depend on the social care industry. They aim to offer ordinary citizens a product or service for which they'll be willing to pay.
- They are usually 'owned' by one person, and are very unlikely to be shared between more than three. If the micro-enterprise has been created to match one person's requirements, then it's probably only right for that person. And by keeping the ownership to one person, there's the best possible chance that the person will have real control over it.

The amount of income can vary depending on what each person want to achieve. Some people may be very happy if their micro-enterprise makes just enough, for example, to save up over a year and spend on a good summer holiday. The amount of time they require can vary from a few days a year to full-time. They're designed to suit each person. Some people may want, for example, to run their businesses at events that only take place a few times a year. Micro-enterprises can't be viewed as an option that will necessarily provide an alternative weekday occupation.

The cost of starting a micro-enterprise doesn't need to be high. In fact, Rosimos and Smith recommends that people should never spend more than £300.

People with very high support needs can have micro-enterprises. If a business is set up in the right way, it can make an income with very little effort in return.

Co-operatives

Co-operatives are a form of social enterprise, a business with some special attributes, and can be formed for individuals, businesses or communities. All are defined by these attributes:

- owned and democratically controlled by its members - the people who use the co-operative's service or buy its goods - not by investors
- Returns surplus revenues (income over expenses and investment) to members proportionate to their use of the cooperative, not proportionate to their ownership share.
- it is motivated by service to their members, not by profit
- Pay taxes on income kept within the co-op for investment and reserves. Surplus, revenues are returned to individual members who pay taxes on that income.

Local Authority Trading Company including joint ventures

Under the Local Authorities (Goods & Services) Act 1970, Councils can trade with each other and with designated public bodies for the provision of goods, materials, and administrative, professional and technical services, for the use of vehicles, plant and apparatus and associated staff, and for the carrying out of maintenance.

The Local Government Act 2003 enables Councils to trade on a commercial basis with the private sector through a company and it empowers Councils to charge for discretionary services on a cost recovery basis.

Supported employment – what works?
(adapted from the British Association of Supported Employment*)*

1. *A focus on individuals* -The emphasis is on finding out what each person wants to do and where his or her talents lie. The person is then introduced to an employment opportunity which matches his or her work profile.
2. *Long-term commitment* -Ongoing support is provided to help each person get and keep a job to the employer's satisfaction. The focus is on exploring all options until success is achieved. This support is not time limited and should include assistance for job advancement or job change as well as an initial induction into the workplace and its culture.
3. *Full participation* -The assumption is that all persons have the capacity to work if appropriate, ongoing support can be provided. Anyone who is old enough and wants to work can.
4. *Varied and flexible support* -Support should be creative, flexible and shared with employers. In short, whatever works! Support can come from service professionals, self-advocacy groups, co-workers, managers, supervisors and/or home networks. The emphasis is ultimately on the provision of support by colleagues and other natural networks with, if necessary, support service back-up. Support is available to gain a relevant qualification if desired and/or necessary.
5. *Social inclusion*-Supported employment takes place in integrated settings, and the emphasis is on contacts and relationships with people without disabilities who are not paid carers. The focus is on introductions to work colleagues and their involvement in people's lives: during lunchtimes or breaks, and during non-work hours as a result of relationships made and wages earned.
6. *Real jobs*-Employment should only be considered if the job is a real one, i.e. would otherwise be done by a non-disabled worker. Their main purpose must be to offer goods and/or services (not simulated employment). Key considerations are wages, pay intervals, and methods of payment at the going rate for the job; safe working conditions; hours similar to other employees; job security and opportunities for advancement. If the job is unpaid, then it must be time limited with a commitment from the employer to provide a fair wage at a set date.
7. *No services* - The focus is on creating opportunities to work and training on the job rather than preparation for a job sometime in the future. Separate skill development services do not meet this definition.
8. *Choice and development* -Supported employment represents a wide range of jobs in the community and opportunities to leave one job for another. Job advancement opportunities are available. Individuals and their families are given informed choices about job conditions and 'better off calculations' regarding benefits/tax credits should be undertaken. Once in paid work, it is essential that agencies ensure people secure funding from Access to Work.
9. *What returns?*- Research has shown that each employment worker within an agency using the above approaches can expect to support five (or more) people with learning disabilities into paid work per year.

(See **Appendix - C**)

7	<u>**Next Steps**</u>
	During 2014/15 to prepare for the completion of Coastal we have worked to ensure as much expertise and specialist knowledge as possible has been retained to provide the basis for the continuation of such approaches together with the delivery of future employment programmes.
	The exit plan for COASTAL was delayed due to a combination of the restructuring process and budgetary issues; however the operational end date was 28th November 2014.
	It is now time to move forward and take the next steps towards sustainability, Inclusion and implementing a progression based service model as identified in the recently agreed Model of Care PID.
	<u>Mid and West Wales Health & Social Care Regional Collaborative Learning Disabilities Partnership</u> - **Model of Care and support** April 2015, established a set of guiding principles that people with a learning disability have the right to:
	▸ Be treated as an individual
	▸ Have access to appropriate services
	▸ Be involved in how these services are delivered
	▸ Be supported and enabled to progress, develop and achieve greater independence
	▸ To be free from abuse and harm
	▸ To take an active and productive part in their communities
	▸ To be supported to maintain good health and lead a healthy lifestyle
	There are key legislative drivers, published guidance and examples of good practice we need to use to inform future actions. We also need to learn some lessons from our experience of the COASTAL project.
	Based on these we have reached the following recommendations,
	<u>Social Services and Well-being (Wales) Act</u> The Act received Royal Assent on the 1st May 2014 and the intention is that it will come into force in April 2016.The Act provides the statutory framework to deliver the Welsh Governments commitment to integrate social services to support people of all ages, and support people as part of families and communities.
	The fundamental principles of the Act are: **People –** putting an individual and their needs, at the centre of their care, and giving them a voice in, and control over reaching the outcomes that help them achieve well-being. **Well-being –** supporting people to achieve their own well-being and measuring the success of care and support. **Earlier intervention –** increasing preventative services within the community to minimise the escalation of critical need. **Collaboration –** strong partnership working between all agencies and organisations.

The Act promotes equality, improves the quality of services and enhances access to the provision of information people receive, it will also encourage a renewed focus on prevention and early intervention. The Act places a number of responsibilities upon local authorities, including:

- Assessing the extent of need and provision of care services, and identify gaps in provision;
- Assist in the development of social enterprises / co-ops / third sector organisations to provide care and support and preventative services; and
- Ensure service users are involved in the design and running of care, support and preventative services.

Recommendation 1 – Complete a full evaluation of the viability of the existing projects to ascertain future vehicles for service delivery using 'My Delivery Model Detector'. This needs to include input from experts in the field such as utilising the knowledge of Social Firms Wales, Wales Cooperative Centre and Mutual Ventures, whilst learning from examples of best practice such as the partnership between Neath Abbey Centre and Cyfle-i-Dyfu social enterprise.

Recommendation 2 - establish Coleshill Service Board in collaboration with the Coleshill Community Association, who will,
- Write an overarching business plan as an umbrella organisation for all projects identified as a potential social enterprise,
- Apply for appropriate external grants and funding, and
- Develop a pathway to support the development of citizen directed cooperatives.
- Establish the 'Cafe in the Park ' via an I Smooth franchise

"Sustainable Social Services for Wales: A Framework For Action Welsh Assembly Government 2011" emphasises the need for Councils to determine the priorities for the market of care providers and ensure that a public service ethos is at the heart of values for delivering services. Private and independent providers play a crucial role in Social Care, but do not believe that the market should determine priorities. Social Care must be delivered within a public service ethos and we will expect those who wish to be service providers to embrace this value base. There should be a stronger voice and involvement of adults and their carers who use services.

Recommendation 3- Complete a scoping exercise involving all stakeholders to identify the following:
- Current range of both internal and external opportunities available within Carmarthenshire,
- Current number of units of opportunities available within Carmarthenshire,
- The number of units currently provided by direct services and external providers,
- The profile of needs and aspirations of those individuals currently eligible for services including carers, and
- Identify future trends in needs and aspirations of individuals.

'Fulfilled Lives, Supportive Communities' is Welsh Government's strategy for improving social services in Wales from 2008 – 2018. The key aim is to ensure social services demonstrate year on year improvement and ensure that services are:

• Strong, accessible and accountable;
• Focused on citizen, family and community needs;
• Focused on social inclusion and the rights of individuals;
• Concerned with good outcomes;
• Delivered in a joined up, flexible and efficient way to consistently high standards and in partnership with service users.

Recommendation 4 – Complete a Gap analysis focused on the following to be able to meet identified needs, prevent individuals entering services:
- People with complex needs
- People in transition
- Employment pathways
- Preventative and information services including brokerage

Recommendation 5 – Complete a training needs analysis of all staff comprising of 3 key areas:
- Knowledge
- Skills, and
- Attitude
'

Getting on Together' was launched in December 2009 and sets out Welsh Government's priorities for improving community cohesion at a local level. The purpose of the strategy is to support service providers such as local authorities and their partners to develop a strategic approach to promoting and maintaining cohesion in their local areas.

The strategy focuses on those policy and service delivery areas that research has shown can have a significant impact on how well a community gets on together:

- Housing;
- Learning;
- Communication;
- Promoting Equality and Social Inclusion; and
- Preventing Violent Extremism and Strengthening Community Cohesion.

Recommendation 6 – Write and implement a Community Inclusion Development Strategy which includes:

1. An engagement plan for consultation with all stakeholders including departments within the Local Authority,
2. Project plans developed by lead professionals to ensure the milestones identified are achieved.
3. Departmental action plans e.g. 'Our Plan' the LD action plan.
4. Milestones based on the 'Eight Essential Actions' identified in recent guidance from the National Department for Inclusion. Which are,
   - Know your community
   - Commission jointly
   - Think co-production
   - Hand over control to people and communities
   - Focus on outcomes not processes
   - Develop the market
   - Think about workforce and leadership
   - Communicate and enthuse

Disabling health conditions are the biggest barrier to employment, greater than the effects of gender, ethnicity or lone-parenthood. Data from the Labour Force Survey exploring prevalence and incidence, suggests that unemployment is considerably higher amongst people with disabilities than the population as a whole. The research also reveals that a significant proportion of unemployed people with health conditions would like to work, at just over 24%. This is compared to just 7% of the able-bodied unemployed population, suggesting that disabled people face a greater range of barriers, including discrimination, in finding and securing work.

Recommendation 7 – Ensure there is a cohesive approach to supported employment and employment skills training across the county and therefore reduce the number of individuals needing to enter commissioned or primary health services by:
- Establishing a county wide employment forum,
- Writing an employment pathway including the progression to Workchoice and Workways,(APPENDIX D)
- Publically launch the Opportunities Team

8	**Conclusion**

From the individuals perspective, it is clear that both social and employment dimensions are important in terms of their 'progress'. There is a strong suggestion from research data that employment related outcomes cannot exist without the necessary personal / social skills and ablities together with sufficient confidence in ones self. In other words, it would not be possible to achieve employment outcomes without also (and first) achieving social and personal development outcomes.

In addition as reported in the COASTAL evaluation there is significant documented research that unemployment can have a significant negative impact on individuals. Most research suggests that the long-term effects of unemployment on subjective and objective measures of well-being are negative. Protracted periods of inactivity, for example, can contribute to higher levels of stress and depression, which can in turn reduce the likelihood of finding and sustaining employment.

It is therefore appropriate to conclude that we need to continue providing a range of services which cater for both employment and social needs

It is clear many of the values and aims identified for Coleshill CEI in 2010 have not changed and are still relevant today, if not even more so in 2015 with the current legislative and economic drivers.

Most of the outcomes initially aspired to in Phases 1 and 2 were indeed acheived as evidenced above. However, the outcomes identified in Phase 3 were seriously hindered by the economic downturn and the restructure process implemented throughout 2014/15 which inevitably meant a lack of drive, motivation and coordination within services resulting in a decrease in productivity and available opportunities.

There is no forseeable reason why the momentum of increasing growth previously reported cannot resume now we have completed the restructure process and the economy is improving. It would be reasonable to expect progress to increase due to the new management structure, commitment to effective performance managment and increased opportunities for inter departmental partnership working. However to acheive success we must have the right vehicles for delivery and that adecision has to be made based on accurate facts and figures.

It is appropriate to conclude from this report that we need to continue providing a range of services which cater for both employment and social needs. We have acheived most of the initial objectives set at the initiation of Coleshill and in fact out performed many of the targets set within Coastal and the Workchoice programme. Many of the examples of good practice and recent legislation focus on utilising individuals strengths and providing them with the opportunity for meaningful enagagement either in a work place, training or social setting.

The pressing issue left is that of which vehicle do we choose to provide services that are both sustainable for the future and continue to acheive and improve upon the outcomes acheived via existing models.

It would appear based on financial data and feedback from individuals who have been involved within the settings that 3 of the mini enterprises could become self sustaining and could function as an independent social enterprise or under the umbrella of Local Authority Trading Company, namely Catering, Gwyn Y Wyrrd and Grounds Maintenance (see **Appendix E**).

There now needs to be a period of accurate data collection and analysis to inform plans regarding which vehicle for delivering these under the umbrella of Coleshill CEI. The actions required being documented in section 7 of this report.

The findings of this can then be brought back for agreement.

9	**APPENDIX A**

Carmarthenshire CC

- Carmarthenshire CC TARGETS
- Carmarthenshire CC ACTUAL

	Participants	Gaining a qualification	Entering further learning	Entering employment	Other positive outcomes
TARGETS	965	579	241	97	579
ACTUAL	1,244	489	84	141	599
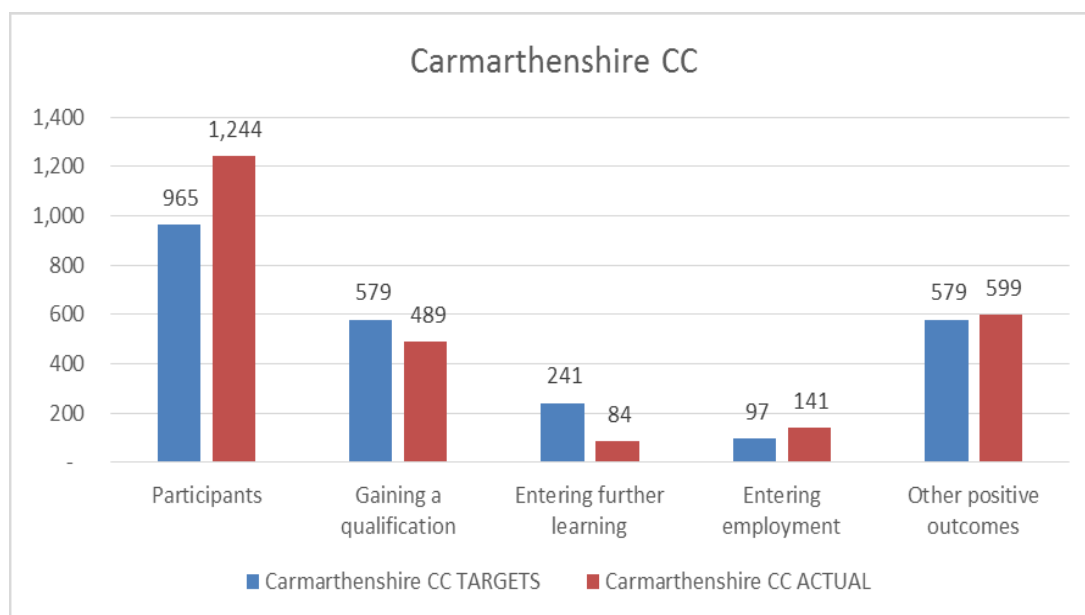
APPENDIX B

Values of Inclusion
(from SHS Ltd www.shstrust.org.uk)
EVERYONE IS BORN IN
We are born among people, and only sent away later.
ALL MEANS ALL
Everyone capable of breathing is entitled to be included. No one is too difficult, too old, too poor or too disabled to qualify.
EVERYONE NEEDS TO BE PRESENT
If we have never been present, no one will know when we're missing.
EVERYONE NEEDS TO BELONG
We need to know there's a place for us, not just a space for us.
None of us has to pass a test or meet a set of criteria before we can be included.
EVERYONE CAN LEARN
As human beings we all grow and change and make mistakes: and we are all capable of learning.
EVERYONE NEEDS SUPPORT
Sometimes some of us need more support than others.
EVERYONE CAN COMMUNICATE
Not using words doesn't mean we don't have anything to say.
EVERYONE CAN CONTRIBUTE
We need to recognise, encourage and value each person's contributions - including our own.
TOGETHER WE ARE BETTER

APPENDIX C – Examples of remodelling/good practice

1.Shropshire's Local Authority Learning Disability Services embarked on day service modernisation in the early 1990s. Some people were travelling for three hours or more to get to a day centre: more local provision was needed. Three local bases were initially developed. An SSI inspection in 2001 then recommended the approach be extended. Capital of £800,000 was allocated by the local authority and, in all, 16 bases with their own teams of staff have been created. The aim was to close all three of the large day centres by the end of 2006. People with high support needs receive an integrated service. Capital funding has been used to ensure that the new community bases are accessible and have appropriate equipment. One community centre had a changing bed and hoist installed into the football changing room ('it works well'); a personal care area was funded and built at Ellesmere Town Hall in return for reduced rental for the rooms people use; three new community centres are being funded through the PFI programme and the service will be using part of these new community buildings. Most of the bases are shared community buildings and it's mostly local people who use them. Staff teams are tapping into local things that are happening and supporting people to take part. This has all resulted in people having a more valued and respected role in their communities.

2.Bizmatch Ltd is the trading arm of Workmatch Ltd and was set up in 2006. Workmatch meanwhile, was formed as a charitable company, limited by guarantee in 1995. It was formerly the employment preparation unit for Herefordshire social services working predominantly with people with a learning disability. The aims and objectives of this new organisation were to broaden its client base to encompass all disabled and disadvantaged people and to generate alternative funds through its charitable status and through trading. Workmatch creates work experience and employment opportunities for disadvantaged people through its social enterprises. It currently runs four business activities across four locations covering Herefordshire and parts of Worcestershire, as follows:

Bizmatch encompasses four of Workmatch's businesses:
- REGARD, a wholesale horticultural services and community learning resource based at a Victorian walled garden at Lugwardine Court between Ledbury and Hereford.
- SPOKES recycles unwanted bicycles for retail to families and people on low income. This business has trading units in Hereford, Ross-on-Wye and Kidderminster.
- CANDO business services is based in Hereford and provides mailing fulfilment and light packaging and assembly. CanDo also supplies buffets for meetings and AGM's etc.
- NCODA is based in Leominster and provides a restoration service for antique furniture for both the public and private dealers. Ncoda (an anagram of CanDo) also buys and restores items which are sold through Ebay or through its showroom at Leominster.

Bizmatch has its own constitution, board of directors, payroll and banking facilities. It is a Not-for-Profit company with trading surpluses being gift aided to Workmatch at

the end of each accounting period.

Across the four Bizmatch businesses, plus a disability information service that it runs, Workmatch now employs 26 staff of whom eight are full-time and the remainder work a minimum of 16 hours per week. Eleven employees (of whom five are full time) are people with 'long term' disabilities. Disabled staff fill positions from senior management to operator level. Workmatch is governed by a board of five trustees of whom two have long term disabilities.

At the start of 2000, Workmatch had a turnover of around £100,000 of which 65% came from statutory funding and around £15,000 was trading income. Bizmatch Ltd budget for 2006-2007 was £320,000 of which £200,000 was from direct trading and contract services. Funding from statutory services accounts for less than 15% of total income.

Workmatch has maintained the Investors in People accreditation since 2002. It has also achieved ISO 9001 EN since 2001, and Community Legal Service accreditation in 2004 (the first charitable company to achieve this in the West Midlands).

Workmatch has twice won a Remploy 'Leading the Way' award (2004 and 2005) for its work in helping disabled people to achieve employment and REGARD won a regional social enterprise of the year award in 2003. Says Workmatch Chief Executive, Geoff Tunstall, 'Our staff are drawn from all sectors of the community. The single most important quality we are looking for is that they have something to prove, whether it be due to a lack of training opportunities when they were younger, disability, or from being prematurely excluded from employment. It is this hunger to succeed allied to a fully integrated workforce that has helped Workmatch (and Bizmatch) to move forward. We've succeeded due to hard work and 24/7 commitment. We've also never been complacent and have always been prepared to restructure when necessary. After five years of hard work we are proud to have four businesses, providing excellent products and services which are creating excellent jobs.'
For more information see: www.workmatch.org.uk

3.Pack-IT Product Promotions was established in 1988 as a small enterprise carrying out light industrial packing services. It is now a thriving three-pronged business supplying mailing, storage & distribution and on-line fulfilment, with an enviable reputation as a fast turn-around specialist. It also provides specialised finishing services such as subscription fulfillment and cross matching of short-run hand mailings, full web-based real time stock control facilities and customer services capabilities.

Pack-IT was originally set up by Cardiff City Council to provide training opportunities and permanent paid employment for people with learning disabilities. However, the organisation is now the only example in the country of a Social Firm that has been successfully externalised from its local authority. As a Social Firm and community

business, Pack-IT employs 21 staff, half of whom have Down's Syndrome, are profoundly deaf or have behavioural and learning difficulties. Yet everyone at Pack-IT is paid above market rates and works full-time.

This committed, long-serving workforce has played a vital part in the business's success story. Since John Bennet joined as Manager in 1994 turnover has increased from £70,000 to £1.2m in 2003, accrued profits stand at £121,000 and these are ploughed back into the business and invested in people and machinery.

In 2005 Pack-IT won The European Social Firm of the Year Award. In 2003 it also won the UK Social Enterprise Award for 'Enterprising Solutions', a DTI-sponsored award celebrating the success, innovation, and unique nature of businesses that display both entrepreneurial flair and a commitment to social change.

Says John: '*I am proud of the unique tag that Pack-IT carries and equally proud of the staff that are fully involved in the day-to-day business that Pack-IT is. However, I want all businesses and organisations with whom we work to recognise that while we are firmly committed to the principles of Social Firms and social enterprise, that commitment shouldn't detract from the fact that we are a commercial business in our own right. Sixteen years on, evidence is that we are in it for the long haul. Pack-IT wants to be judged by the success of the* business that it carries out, not by the people it employs.'
For more information visit: www.pack-it.com

APPENDIX D – Example of an Employment Pathway

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      ( Referral made )
             │
             ▼
   ┌──────────────┐      ┌──────────────────┐     ┌ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ┐
   │ Participant is │ ──▶ │ Employment Team  │ ─ ─ │ This team was initially │
   │  registered    │      │  Pan-disability  │      │ split according to disability│
   └──────────────┘      └──────────────────┘      │ but later merged and was │
                                  │                 │ considered to be more effective│
                                  ▼                 │  as a single team.       │
                         ┌──────────────┐           └ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ┘
                         │  Participant   │          ┌ ─ ─ ─ ─ ─ ─ ─ ─ ─ ┐
                         │ is allocated to │ ─ ─ ─ ─ │   Includes an      │
                         │  a case-worker  │          │  assessment of     │
                         └──────────────┘            │ where the participant│
                                  │                   │  is in relation to  │
                                  ▼                   │    employment       │
                     ( Work Star assessment )         └ ─ ─ ─ ─ ─ ─ ─ ─ ─ ┘
                     ( Pathway progression planning )
             ┌────────────────┼────────────────┐
             ▼                 ▼                 ▼
```

GREEN	AMBER	RED
Job club	Work projects:	Social services
CV development, etc.	*In-Tandem*	Day Centres
	Book Bound	
	Coffee Bound	
	Glass Workshop	
	Hub Café	
	Accredited training	

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             │
             ▼
      ( EMPLOYMENT )
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