Haringey Co-Design

-Residential to Supported Living -

CONTENTS

INTRODUCTION AND BACKGROUND

Over the past 10 years strides have been made arising from legislation such as the Care Act, Mental Capacity Act and Valuing People legislation to enable individuals with Learning Disabilities to make decisions for themselves wherever possible. In 2010 it was identified that over half of people with learning disabilities lived with carers, and 30% lived in residential care settings[i]. The Valuing People Now legislation identified that alternatives needed to be found to provide housing that people want and the support they need to live there. Haringey's Housing Delivery Plan was published online in March 2010 with the priorities:

- to reduce the number of people living in residential care;
- to increase the range of housing by improving information and opportunities for access to a range of housing options;
- to develop commissioning, partnership and leadership.

As a result the past 10 years has seen a shift in the preferred model for housing and support for individuals with learning disabilities from residential settings to 'supported housing' or 'supported living'. Supported living is defined as enabling individuals with disabilities, like all members of society, to live where and with whom they want, for as long as they want, with the ongoing support needed to sustain that choice.

Paradigm[ii] identified standards in supported living (2002) that stated:

- I choose who I live with.
- I choose where I live.
- I choose who supports me.
- I choose how I am supported.
- I choose what happens in my own home.
- I have my own home.
- I make friendships and relationships with people on my terms.
- I am supported to be safe and healthy on my terms.
- I have the same rights and responsibilities as other citizens

Haringey council has committed to enable more of the community with learning disabilities to live in community settings. As part of this process the council wants to create a best practice framework that provides guidance for supporting any individual to move from a residential setting to a supported living environment. This piece of work was commissioned to create that framework for use going forward.

Introducing Co-Design and the scope of this Project

Co-design is a key concept in the development of innovative public services and has been identified as having the potential to make an important contribution to overcoming the big challenges that face social care services.[iii]

The Care Act's statutory guidance says that co-design (co-production) is:
'When an individual influences the support and services received, or when groups of people get together to influence the way that services are designed, commissioned and delivered'.[iv]
This project has approached co-design as the opportunity to get a range of individuals involved in defining the services that will affect them. This has meant service users, carers, experts, and the council working together to create and define the services that they want.

The approach that public services need to be developed in collaboration with the communities that will use the services is not a new idea, however it is one that's benefits have been increasingly been recognised.

More recently, the ideas and values of co-design have been included in a growing number of policies in England and Wales including;

- The 2010 NHS White Paper, Equality and excellence: Liberating the NHS[v]
- The 2010 report A vision for adult social care: Capable communities and active citizens[vi]
- The 2010 social care White Paper, Caring for our future[vii]
- The Health and Social Care Act 2012
- The Care Act
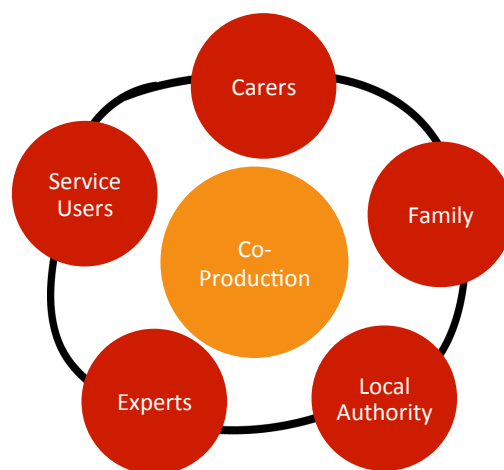
Haringey Council recognise that the changes being proposed as part of the consultation will impact on the Haringey community and genuinely want to offer the best possible services and outcomes given the changes taking place. Therefore, Haringey has engaged this piece of work to involve the service users and stakeholders (such as carers, advocates, third sector organisations) in co-creating what new services should look like.

The ambition for this work is that it will help inform future direction from residential to supported living. This framework has been developed in conjunction with the staff and family members of Linden Road.

Principles within which this project has worked

This piece of work has followed the principles of co-design identified by Haringey Council: Improving outcomes for residents:

- Transparency about parameters
- Respect for others' perspectives
- Ability to test ideas and thinking
- Trust and understanding
- Space to acknowledge the challenge of working differently
- Advocacy for users
- Willingness to think through ideas and change our minds, within the parameters
- Steadfast adherence to the values and principles of Corporate Plan – e.g. building capacity and resilience, prevention and early intervention, promoting independence, fairness and equity, partnership working, value for money, customer focused

PROJECT DETAILS

The key objective of this piece of work is to identify a framework that, given the ambition to move more clients to supported living acts as guidance and best practice for Haringey.
In order to achieve this there are a number of sub-objectives:

- Ensure families feel involved and engaged. We will engage them closely throughout, giving them a real voice in the design of the framework.
- Understand the key outcomes for the families of residents who might be moved

To conduct this piece we have engaged with and worked with family members and staff carers of the individuals at Linden Road as well as Haringey staff. We have used a number of methodologies including workshops, pairs interviews, staff interviews and visits to understand the outcomes that are are important. These are in this document and used as the basis on which the framework is built.

To deliver on the above objectives this project has been approached in three stages.

Stage 1: Speaking to Experts – Creating a baseline framework through understanding the process and learning's from previous moves by interviewing experts, conducting desk research and holding staff workshops.

Stage 2: Audience Insight - Get a deep understanding of the audience's outcomes and reactions through open community workshops and paired depth interviews with families of service users and staff.

Stage 3: Co-creation - Work with audiences to review the framework through community workshops and develop, and then write up the recommendations.

This report is structured as a write up with the following structure:

Key outcomes	+	Understand best practice	=	Recommendations
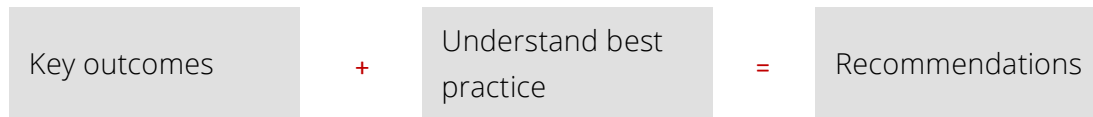
About Good Innovation

At Good Innovation, we want to solve the problems that matter. We do this by helping organisations doing good to grow their impact. Our philosophy is about designing products and services that are based on users' insight and involvement in the development process. We have worked with lots of organisations (including, Reed in Partnership, Mind, Save the Children, RSPCA, NSPCC and Diabetes UK) to develop products and services that ultimately help them to increase their impact.

Who has been involved.

Community	Number
Family members	4
Staff	5
Experts	6
Total	15

KEY CONSIDERATIONS

Need for change - the Haringey community questions the need for change. Whilst the growing budget pressures and increasing demand are a reality the community is aware of, they question whether the cost savings should come from cutting essential services as opposed to reducing administrative budgets and finding efficiencies elsewhere within the local authority.

Learning Disability focus - This report has been created with a focus on service users with learning disability needs living in residential placements in Haringey. We have not looked at other services users with different needs, however, some of the learning and guidance from this framework could be used for other service user groups

Families of residents at Linden Road do not want their loved ones moved – This document has been created in collaboration with families of the residents of Linden Road who have been clear that they do not wish their loved ones to be moved and are worried about the impact the move will have on the well being of their family members.

They have expressed satisfaction with the staff and setting at Linden Road, and explained that their family members are settled, well and happy. They worry how they will cope with a move to somewhere new and fear for the support their loved one will receive if moved.

It natural that with such an emotive topic that families worry about the worst case scenario. The families have expressed fear their loved ones will be "left living on their own" with minimal support. The implication for this is that the families are extremely resistant to the move and more needs to be done by the Council on clearly communicating the process of the move (if it goes ahead) and the role that the families will play.

Learning Disability considerations - Learning Disability is a term that covers a range of needs, abilities and individuals so it is important to note that there is no one size fits all model. It is estimated that 985,000 people in England have a learning disability (2% of the general population)[viii].

For service users with Learning Disabilities the impact of changes on well being are generally greater than for individuals without a Learning Disability. As a result it is important to understand and consider the impact that any change will have on Haringey individuals and understand whether it is in their best interest

KEY OUTCOMES FOR COUNCIL

The council has committed to delivering the following outcomes highlighted as as part of the 2015 / 2016 corporate plan.
(http://www.haringey.gov.uk/sites/haringeygovuk/files/corporate_plan_2015-18.pdf)

Prevention and Early Intervention – Identify individuals more likely to need support and delivering that support earlier. Also important is delivering and going above the duty of care to ensure adults within Haringey are **safeguarded**.

A Fair and Equal Borough - Working to develop healthy and sustainable communities so residents can live happy, successful, fulfilling lives. Ensuring **inclusion** and enabling all individuals to feel part of the Haringey community.

Working Together with Our Communities - Building resilient communities where people are able to help themselves and support each other through facilitating, enabling and connecting communities with resources, skills and capacity to make things happen. This includes taking a **co-design** approach where possible to design opportunities in collaboration with the community. In addition this includes better **signposting of local resources** and **connecting skills and willingness** with where it can really make a difference

Value For Money - Achieving the best outcome from the investment made by measuring cost and performance, and identifying efficiencies.

Customer Focus – Focusing on the needs and outcomes that are important to the Haringey community and delivering on these. Promoting a **breadth of opportunities** for example, day centres, help and advice and intensive interventions, that meet these different needs and outcomes. Enabling Haringey residents to live **independent** and fulfilling lives by giving individuals more choice and control but with support according to needs and aspirations.

Working In Partnership – Working with partners and partnership boards across the borough to agree a common set of principles around shared working and jointly set targets and milestones.

KEY OUTCOMES FOR SERVICE USERS

The first part of this project focused on identifying the most important outcomes for service users and families. This section is structured as showing the outcomes that we heard as important.

Our biggest worry is for him. We want to make sure a move is not going to set him back and make him unwell

For service users with severe needs the biggest worry for family and carers about their moving home is the impact it will have on their well-being. They worry that hard won improvements in ability and well-being will be lost as a result of the upheaval

- "Any change of environment would have a negative effect. People with autism need consistency" (Family Member LD)
- "What happens if the move is not successful? I want an option A and B (for if A goes wrong)" (Family Member LD)
- "The prospect of the move scares me a lot. It took a long time to get to here and we don't want to lose this progress" (Family Member LD)
- "Moving home is one of the most stressful things for anyone to do, never mind someone who doesn't understand what's going on "(Family Member LD)

This means that the council needs to work closely with service users and their families to suitably prepare them for any potential moves to ensure that they do not negatively impact on the individual's well-being. Especially important, as part of this, is the communication of the move to the service users and their family.

We want as much information as possible, not knowing what is going to happen is making us worry

For families and service users the thought of moving home is a very worrying one. They would prefer not to move their loved ones unless absolutely necessary. Not having enough information and knowledge about the process, timings and details of the new home is a source of frustration.

- "We need all the details, at the moment we are just worrying and guessing" (Family Member LD)
- "We keep asking questions but are getting no answers" (Family Member LD)

- "The council uses all these buzzwords and it feels deceptive. They should use plain language" (Family Member LD)
- "Having no communication about the move is making us really anxious" (Family Member LD)

This is another outcome where the communication of any move by the council is key. Giving people information in understandable format as well as mixing communication between leaflets and written communications and face to face meetings and one on one contact information is important.

The support staff are the most important thing, we want to make sure the people looking after him are good

Whilst environment and suitability of accommodation is important, by far the most important aspect of any change in circumstance is the impact that will have on the staff. Who will look after their loved one and will they lose staff that they have built relationships with and trust as a result.

- "We are so happy with the staff and delighted with his time here. We don't want him to move" (Family Member LD)
- "The worst thing would be if there are new faces every shift at the new place" (Family Member LD)
- "I could see him living more independently but he needs time and help to get there" (Carer LD)
- "In the past he has had bad experiences with staff that have been bullies" (Family Member LD)

Giving service users and their families the opportunity to be involved in the selecting of staff that support their loved ones and enabling them to make the key decision in this respect is very important.

We want to make sure a move is in his best interests
Families are sceptical that moving their loved one is in their best interest. As a result they question the reasons for the move

- "The people who want to move him don't understand his needs" (Family Member LD)
- "The move isn't to help him. It is about cost cutting. That's all." (Family Member LD)
- "I want to reiterate that for us the best case is that he stays here. This is his home." (Family Member LD)

- "We want a guarantee that no harm will come to him through the move (Family Member LD)"
- "Making sure that individuals are moved to a situations which is better or the same as their currently setting is key. Communicating how the move is in the best interests of each individuals is important."

We want to be more involved and feel more in control

Alongside lack of communication, the other big frustration is the belief that they have little or no say in the decision-making happening as part of the move. Being involved in the process and being able to make decisions about where their loved ones go and who they are supported by is extremely important

- "Having the family involved as much as possible is really important" (Family Member LD)
- "We would want to see as many potential places for him as possible. 2 choices is not enough" (Family Member LD)
- "We want to check and make sure any place is safe and comfortable" (Family Member LD)
- "We need the new property to be near here. So we can visit whenever we want and not have to travel" (Family Member LD)

Ensuring that service uses and family members are involved in the move process and have more of a control of what happens to individuals is key. This means giving them the ability to contribute and make key decisions.

I don't want my family member to move before they are ready

The move happening too quickly and before their family member is ready is a big fear. Taking time to prepare and get everything ready is key for any move

- "Someone turning up and saying 'right you're moving out today'. That's the worst case scenario" (Family Member LD)
- "A last minute move to outside of London without any information on what is happening is our worst case" (Family Member LD)
- "The transition needs to be long. He doesn't understand what's happening so we need to work with him to prepare" (Family Member LD)
- "The transition needs to be long, include regular visits, a stay over, and someone familiar going with" (Carer LD)

Again, this is about communicating any move in a way that is appropriate for service users and their families. It is important that the council does everything in its power to enable service

users to understand what is happening and prepare them for any move. Working closely with service users and support staff is key.

I want to know more about what supported living means
There is a lot of confusion about the terms Supported Living and Supported Housing, what does it mean, how does it work, what does it mean for my loved one? Families want to have a better picture before they can make a decision on the move

- He needs 24 hour support. Someone popping in isn't enough (Family Member LD)
- What does supported housing mean? Its really confusing (Family Member LD)
- I know what residential care is I can visualise it. But I don't know what supported living is (Family Member LD)
- Its just a term the council use to make it seem like it is a positive thing. In reality its just the same as here (Family Member LD)

The communication of any move process and the different elements of it are currently very confusing for individuals, the language around the move process can be a hindrance for individuals to understand. It is important for the council to do better in the language it uses to communicate and make things clearer.

PRINCIPLES FOR MOVE

Based on these outcomes we have identified four principles that any moves from a residential setting to supported living arrangement should deliver.
Each move should be:

- **Personalised** – each service user's experience is individual and should be based on their needs. Moves are done at the right pace for the service user and planned so as to enable them as much input as possible.

- **Transparent** – the decision-making, process and communication of the move is done in way that is clear and collaborative with service users, their families and members of staff.

- **Collaborative** – the council works closely with carers, service users, families and advocates throughout the move.

- **Best interest** – the service users best interest and well-being are paramount to the move. The council ensures the move is in the service users best interest.

All of these principles should be underpinned by clear communications throughout the process.

FRAMEWORK

This objective of this framework is not to act as a checklist that all moves should adhere to but instead to be used as best practice guidance. It should be adapted as needed based upon the individual service users' needs and circumstances. As a result this framework is best used as a baseline on which to build a personalised transition plan.

Before the move

Before a move happens it is important to prepare everyone involved fully. This stage is all about communication and ensuring that the service user, family members, accommodation and support staff are all prepared for the move. Like any of us when we move house the preparation for the move takes the longest and is critical to the move running smoothly.

At this stage close and on going communication is essential to ensuring a service user and their family feel prepared and comfortable with the move. Transparent and open dialogue is essential.

Action	Principles it is meeting			
	Personalised	Transparent	Collaborative	Best Interest
Introduce idea to service user and family (leaflets, contact person, meetings)		X	X	
Council appoints project manager to manage the move with previous experience moving individuals		X		
Advocate also appointed to be involved in the process and support service user		X		X
Service User and family are offered opportunity to meet previous families who have been through a similar transition		X	X	
Assessment carried out to determine support service user will have at new home. Also appoint an independent assessor to review assessment.	X	X		X
Families agree support needs for the new home	X	X	X	X
Personal Budget information and training for families – let them know how it works,	X	X	X	X

what they will need to and how to manage.				
Moving plan created based on Service Users needs. Suitable plan B also created as a back up	x	x		x
Service User (if appropriate) and family have the opportunity review a few and pick the supported living accommodation they go to. This includes a visit to see several potential properties	x	x	x	x
[If appropriate] meet any other residents that the service user may be living with in advance	x	x		x
Service user (if appropriate) and family receive information on several support staff providers and are able to interview this shortlist and decide on the provider appointed. This decision is respected by the council.	x	x	x	x
[If staff change] Service User meets staff that will be working with them at new home to get to know them (staff start by visiting and then shadowing existing staff)	x	x		x
Service user and families are offered the opportunity to personalise their new home and decide on decoration, fixtures and fittings.	x		x	x
Start working with the individual to prepare them for the move	x		x	x
Service user and family get the opportunity to visit their new home a few times to assess suitability and get to know the space. They are introduced to the new surroundings. Start with a few visits, then a sleep over	x		x	X
Service User provided with transition grant to purchase household items	X			x

During the move

During the move is all about enabling the service user to move to the new setting in a way that doesn't negatively impact their well being and doesn't cause them confusion and distress. It is important for them to settle in their new home and feel as comfortable as possible.

Action	Principles it is meeting			
	Personalised	Transparent	Collaborative	Best Interest
Service user spends greater amount of time at new home to settle in	x			x
Welcome pack provided to service user and family including info on local amenities, points of interest, safety info/contacts (fire/police/hospital), activity programme		x	x	x

After the move

After moving home it is important to closely monitor the well-being of the service user to see how they are settling in to their new surroundings and ensure they are happy and well in their new home.

Action	Principles it is meeting			
	Personalised	Transparent	Collaborative	Best Interest
Service user is monitored to ensure they are settling in and happy in the new space and with their support staff	x			x
Service user's circle of support come to visit			x	X
Family and support staff meet to review how service user is settling in and make changes that are needed		x	x	X
Reviews carried out initially frequently and then less so to see if anything needs to change in the environment or support service user receives.		x	x	X
Accountability procedures for families – what do they do if things go wrong or they want to investigate an incident		x		X
Review and update this guidance framework based on the learnings from the move.		x		x

SPOTLIGHT: COMMUNICATIONS

As part of this piece of work we found that one of the biggest issues, is the communication of the move to service users and families. The two key issues with communication identified were the absence of communication whilst the consultation process was on-going and the language used in the communication that had been received.

Language

One of the biggest issues with communicating a move to supported living is the language that is used. Terms such as 'transition', 'person centred care' and 'independent living' are difficult for people to understand. This is not an issue with comprehension but more about what these terms actually mean. They are not clear and accessible to all. As a result, one of the key pieces of learning from this work is the need for clear, plain English to be used.

As part of this project, and to demonstrate the confusion around some of the terms used we asked individuals to tell us what they thought of when they heard the following terms:

Words	Peoples Impressions / Understanding
Transition	• Change (opportunity to be more independent) (loss of security, friendship, safety) • Provide enough information (person moved often not given enough info) (carers / staff not enough) (families) • Risky unless done well (for service users and carers) • Changing address • Moving from one to another • Planned • Timed appropriately? • Appropriate move for family members, carers and service users
Supported Housing	• What does this actually mean? • How is this different from residential? • Vulnerability (moving from a place to being more independent and vulnerable) • Safety for occupants • Confusion (what does it mean? Not a helpful title) • Suitability to individuals needs? • Cost of providing (defines staffing and everything) • Independence • More privacy and respect (option for independence, for choice)

	• Own door and tenancy with support • Housing with support is a better way to describe
Person Centred Care	• About individual • Jargon (based on the needs of the service user) • Detailed (work and support plan, individual information • Principle or theory • Positive in principles but how do you put it into practice?
Moving Home	• Scary • Stress • Why? • Exhausting • Exciting • Checklists for everything • Upheaval • Hassle • Good things (meeting new people, new horizons) • Change of everything (environment, social network)
Independent Living	• Fear of the unknown • Lonely / isolation • Cooking • Is individual ready for it? • Choice • Big step for an individual • Goals and achievements (setting goals to work towards living independently) • Risks for individuals • Cost saving? • Less support • Not totally on your own (support systems) • Empowering?
Residential Care	• Portrayed in the media to be really bad but that's not always the reality • Lack of respect if not the right staff • Appropriate for some individuals who need it • Lack of choice and independence (is it lacking or enabling people to make choices) • Safeguarding - good and bad

	• Aftercare (interim care, not the last stop)
	• Different from SL or just the set up / look
	• Under resourced
	• Hoist / lifts
	• Closer controls on standards – CQC
	• Last resort?
	• Communication

The implication for the Council is that greater thinking and a more clear and transparent approach needs to be put into the communication of this process with individuals

'Plain English gets its meaning across clearly and concisely to its intended audience.' The Plain English Campaign

A good resource on plain English was developed by Devon County Council and can be found at http://www.devon.gov.uk/plainenglishguide.pdf

Change People – How to Make Information Accessible

http://www.changepeople.org/free-resources/

The website Change People (a leading national human rights organisation led by disabled people) has some great resources on how to communicate with individuals with learning disabilities. They also have some existing

Mencap - Communicating with people with a learning disability: a guide

https://www.mencap.org.uk/Communicating_guide

Mencap also has useful guidance on communications including top tips on communicating:
- Find a good place to communicate in.
- Ask open questions
- Check with the person that you understand what they are saying "The TV isn't working? Is that right?"
- If the person wants to take you to show you something, go with them.
- Watch the person. They may tell you things by their body language and facial expressions.
- Learn from experience. You will need to be more observant and don't feel awkward about asking parents or carers for their help.
- Try drawing Even if your drawing is not great it might still be helpful.
- Take your time, don't rush your communication.
- Use gestures and facial expressions. If you are asking if someone is unhappy make your facial expression unhappy to reinforce what you are saying.
- Be aware that some people find it easier to use real objects to communicate but photos and pictures can really help too.

Haringey - Haringey Learning Disabilities Partnership Communication Strategy – Adults with Learning Disabilities

Haringey Council has developed guidance on communicating with individuals with learning disabilities.

http://www.haringey.gov.uk/sites/haringeygovuk/files/how_to_do_things_differently_-_guidelines_for_all_services_when_communicating_with_people_with_learning_disabilities.pdf

Further suggestions:

- Royal College of Speech and Language Therapists Website: www.rcslt.org.uk
- Communication Matters Website: www.communicationmatters.org.uk

CONCLUSION

Wellbeing is paramount – The most important factor that all parties agree on is that the well being of the service user is paramount in any move that happens. As a result it is important that safeguarding measures are put in place and the individuals involved in any move are appropriately experienced and trained to ensure that service users well being is maintained.

Communication is key – The communication of the move and what this entails is another area that has been highlighted to be of the upmost importance but where currently there is a gap. Clear, transparent, frequent communication between the council, service users, support staff and families is essential through out the process to ensure the well being of both the service user and their family.

Greater control and input for service users and families – Enabling great choice and control for service users and families in the move process is also key. This is of particular importance with regards to important factors such as the choosing of support workers.

Assessment	The process of working out what your needs are. A community care assessment looks at how you are managing everyday activities such as looking after yourself, household tasks and getting out and about. You are entitled to an assessment if you have social care needs, and your views are central to this process.
Assets	Things you have that may be valuable in money terms (such as a house), or useful in other ways (such as particular skills, knowledge or relationships).
Carer	A person who provides unpaid support to a partner, family member, friend or neighbour who is ill, struggling or disabled and could not manage without this help. This is distinct from a care worker, who is paid to support people.
Co-design	When you are involved in designing and planning services, based on your experiences and ideas. You may be invited to work with professionals to design how a new service could work, or to share your experiences in order to help a service improve.
Care Manager	The professional who carries out the assessment and writes the care plan on behalf of the local authority. Care Managers may be nurses or social workers by profession.
Individual Budget	An amount of money from more than one source (not just the local authority) that is made available to meet a person''s support needs.
Outcomes	In social care, an 'outcome' refers to an aim or objective you would like to achieve or need to happen - for example, continuing to live in your own home, or being able to go out and about. You should be able to say which outcomes are the most important to you, and receive support to achieve them.

Outputs	The things that an individual or organisation produces as a result of the work they do. Outputs are not the same as outcomes, which refer to the things you hope to achieve. For example, the output of a care agency is the number of hours they spend providing you with a care service. The outcome for you is that you remain in your own home.
People who use services	Anyone who uses care services, whether you are in your own home, in residential care or in hospital. The NHS is likely to describe you as a 'patient', while the council and other care providers may also describe you as a 'client' or 'service user'. You may also be described as a 'cared-for person', in relation to your carer.
Person centred plan	A plan that is done with the person and those closest to them to work out what it is that „makes them tick‟, what their hopes and dreams are and what „a good life‟ means to them. A person centred plan is an ideal starting point for a support plan.
Personal Budget	An amount of money from the local authority that is made available to meet a person's support needs.
Personalisation	The process of moving towards a personcentred system for providing social care
Self directed support	When people exercise choice and control in how they get the support they need.
Stakeholder	A stakeholder is anyone with an interest or concern in Haringey Council services and business. Stakeholders can be any individuals, groups or organisations that are affected by the activity of these services or the management of the Council's business affairs.
Supported Living	Enabling individuals with disabilities, like all members of society, to live where and with whom they want, for as long as they want, with the ongoing support needed to sustain that choice

Support Plan	A plan that is written to show how the budget will be used to meet the person's needs and to support them to live their life as they wish.

i DEPARTMENT OF HEALTH (2010) Valuing People Now: Summary Report 2009, London DH

ii http://www.paradigm-uk.org/

iii SOCIAL CARE INSTITUTE FOR EXCELLENCE. (2015). Available from: http://www.scie.org.uk/publications/guides/guide51/index.asp [Accessed 27th August 2015]

iv DEPARTMENT OF HEALTH. (2014) Care and Support Statutory Guidance. Issued under the Care Act 2014. Available from: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/315993/Care-Act-Guidance.pdf [Accessed 27th August 2015]

v DEPARTMENT OF HEALTH (2010) Equality and excellence: Liberating the NHS, White Paper, Cm 7881, London: DH 7881

vi DEPARTMENT OF HEALTH (2010) A vision for adult social care: Capable communities and active citizens, London: DH.

vii HM GOVERNMENT (2012) Caring for our future: Reforming care and support, London: HM Government.

viii BRITISH INSTITUTE OF LEARNING DISABILITIES (2011) Factsheet: Learning Disability [Online] Available from: http://www.bild.org.uk/information/factsheets/ [Accessed 9th September 2015]