

National inspection of care and support for people with learning disabilities

Overview

Easy Read

June 2016



This report is also available in Welsh. If you would like a copy in an alternative language or format, please contact us.

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This Easy Read is very long.



This is because it is important that people with learning disabilities get the full information about the national inspection of their services.



If you want to know what people with learning disabilities said, look for the yellow boxes.



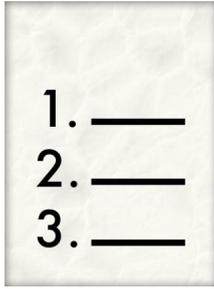
If you just want to know about good things, look for the green boxes.



If you just want to know what works and what doesn't, look for the blue boxes.



If you just want to know what needs to change, look for the pink boxes.



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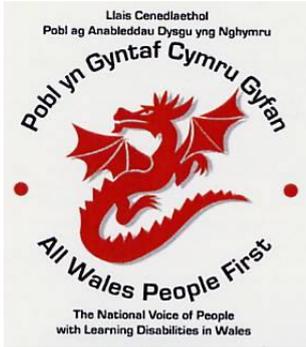
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- checking if someone needs support from the council
- care planning

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Part 1

Introduction



Welcome



Between July 2015 and February 2016, we looked at services for adults with learning disabilities.



We want to know if people with learning disabilities in Wales are getting the support they need to have the life they want.



We checked if care and support services are:



- working well





- good quality



- safe



People with learning disabilities may need learning disability health services too.



So Healthcare Inspectorate Wales worked with us for the inspection.



We need to listen to people with learning disabilities and their family carers. So we asked All Wales People First and the All Wales Forum of Parents and Carers to work with us.



The reports



We have written:



- an All Wales report



- a report for each of the 6 local councils



This is the All Wales report.

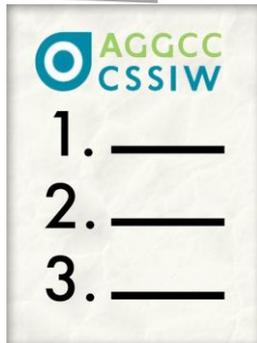


This report says:

- what we did



- what All Wales People First and the All Wales Forum of Parents and Carers found out



- what the inspectors found out



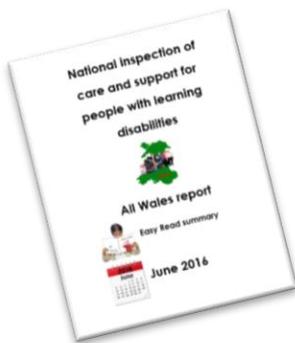
Alternative formats



This is the Easy Read version of the All Wales report.



Our website has:



- The All Wales Easy Read version



- The All Wales report



- The 6 local council Easy Read summaries



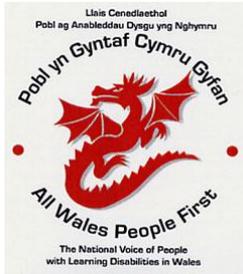
- The 6 local council reports



- A video about the inspections. We worked closely with All Wales People First on the video.



You can ask us if you want the information in a different format.



Thank you

Thank you to All Wales People First and the All Wales Forum of Parents and Carers for working with us.



Thank you to the people who gave their time, help and ideas when we visited the 6 local council areas:



- people with learning disabilities



- parents and carers



- staff and managers



- service providers



- partners, especially voluntary organisations



Thank you to these organisations, their volunteers and their members who helped us tell people about our work:



- Mencap



- Learning Disability Wales



- the All Wales Forum of Parents and Carers



Any questions?

Contact us if you have questions about this report:

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What we did



Our 3 questions

We wanted to answer 3 questions:



Question 1

Do local councils understand what people with learning disabilities and their family carers need?

Question 2

How good are local councils at:



- giving information, advice and helping people to use services

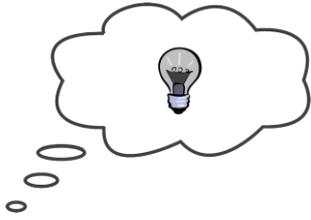


- checking if someone needs support from the Council



- care planning

Question 3



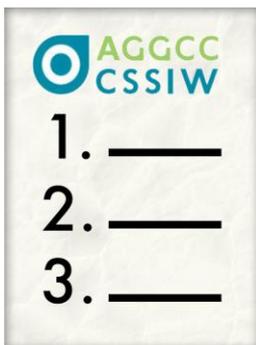
Do local councils have a clear vision, and do other people agree with that vision?



Inspection reports about services



We had 60 inspection reports about services across Wales.



We looked at the reports for any information about our 3 questions.



Questionnaires



We sent a questionnaire to



- all the local councils



- all the health boards



The questionnaires asked:



- how many people with learning disabilities they know about in their area



- where the people live



The questionnaire to local councils also asked for information about:



- the lives of people with learning disabilities



- what the local council does for people with learning disabilities



- how much the council spends on services for people with learning disabilities



- our 3 questions



- what has made it easier or harder for the local council to make changes



Visits



We visited 6 local councils:



- Gwynedd



- Conwy



- Torfaen



- Merthyr



- Bridgend



- Pembrokeshire



In each local council area, we (CSSIW) looked at the council.



- All Wales People First and the All Wales Forum of Parents and Carers talked to their members and other people in the local area. They told us what people said.



- We spent 2 weeks in the local council area.

x20



- We looked at 20 people's files.

x8



- We found out more about 8 of those people.



- We talked with staff, councillors, service providers and voluntary organisations. Some of this was in groups. Some of this was 1 to 1.



- We went to meetings and visited services.



- We went to a talk by the local council and the health board about how they work together. At the end of the talk, we asked them questions.



In each local council area, we (Healthcare Inspectorate Wales) looked at the health board.



- We found out about 4 people who get support paid for by health and social care.



- We looked at their files.



- We talked to professionals.



- We met the people and their families.



- We talked to health staff and health board managers, including someone from the safeguarding team.



- We held a meeting for the community health team.



- The health board and the local council gave us a presentation about how they work together.

Part 2



**What All Wales
People First
and the**

All Wales Forum



**of Parents and
Carers**

found out

What the organisations did



Both organisations helped us prepare workshops for people with learning disabilities.



We did the workshops at the Learning Disability Wales conference in November 2015.



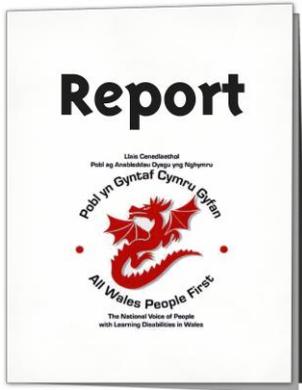
Both organisations ran consultation sessions with their members in the 6 local council areas we visited.



All Wales People First consulted about 100 people with learning disabilities.



The All Wales Forum of Parents and Carers consulted parents and carers across Wales. They also ran meetings for parents and carers in the 6 local council areas we visited.



What All Wales People First found out



Care managers



Some people had good things to say about their care managers.



“They will do it, it takes a bit of time, but she does what she said she'd do.”

“They are better than they used to be (for me).”



Most people had not-so-good things to say about their care managers.



“Don't always keep promises and sometimes when they don't they don't explain why not.”



“I used to see different social workers each time and I would have to explain from the start. I couldn't build a relationship, I didn't know them and they didn't know me. Now I've had the same one for the last two months, but the situation is the same because he hasn't seen me much. I feel nervous when I see him and my heart beats fast.”



People are not always sure if they have a social worker or care manager.



Some people manage to build their own support networks that fill in the gaps left by care and support services.



People without a social worker or care manager often don't know or understand why they do not have one.



People with learning disabilities need to understand why their services and support are changing.



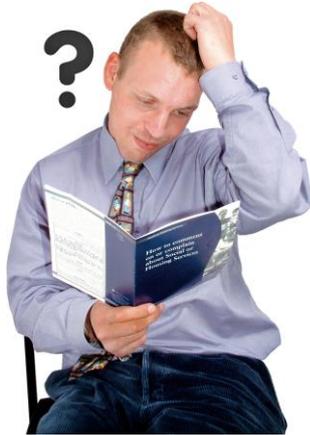
They need to understand that it can be good to get support in your community.



They need to understand that they do not have to depend on social services for everything.



They need to know they can ask for information, advice or help at any time, even if they do not have a social worker or care manager.



If people with learning disabilities don't understand this, they may feel alone and confused.



But social services may think they have helped the person to be more independent and have a better life.



Many people already rely on their families more than they rely on services.



Care and support that is working well



People talked in groups about:



- the information, help and advice they can get



- whether local council staff do what they say they will do



- whether they are shown respect



People said that a lot of leaflets have too many words, the print is too small and there are not enough pictures.



Some younger people said they had help to think about what they want to do when they become adults.



Many people said they feel very unsafe when they are out in the community.



"I get worried in council places – people laugh and I leave."

"People in the community called me and my family names."



"Sometimes the kerbs are too high for my wheelchair and the paths not wide enough so I worry I'll tip into the road or if I go in the road get knocked down."



People said they want to depend less on learning disability services.



This means local councils need to think about public transport, town centres and ways for people to feel safe in public places.



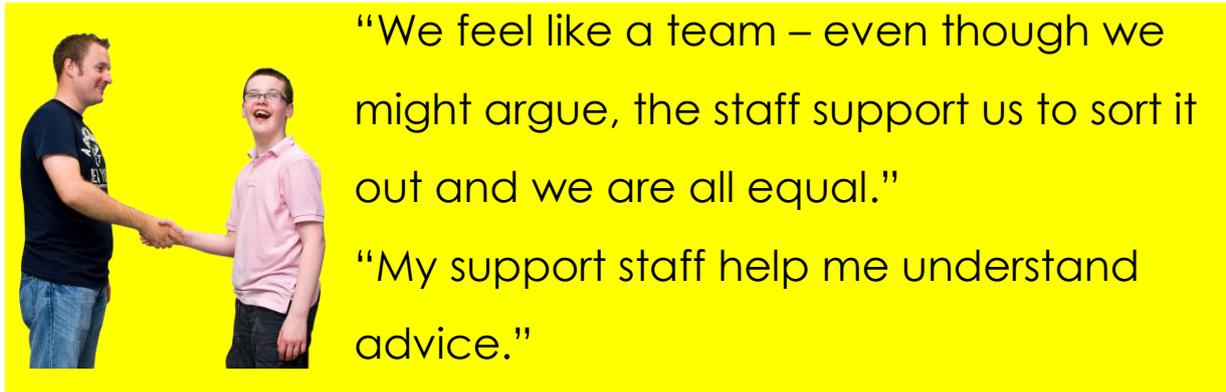
For a long time in Bridgend, there has been a good link between the police and a local 'People First' group. People with learning disabilities have helped to give training to the police. Because of this, people said they would be happy to contact the police, for example if they were being exploited.



“Moving the council into the library was good - the librarians are helpful. They help read the leaflets.”



Most people said they were happy with the staff who supported them.

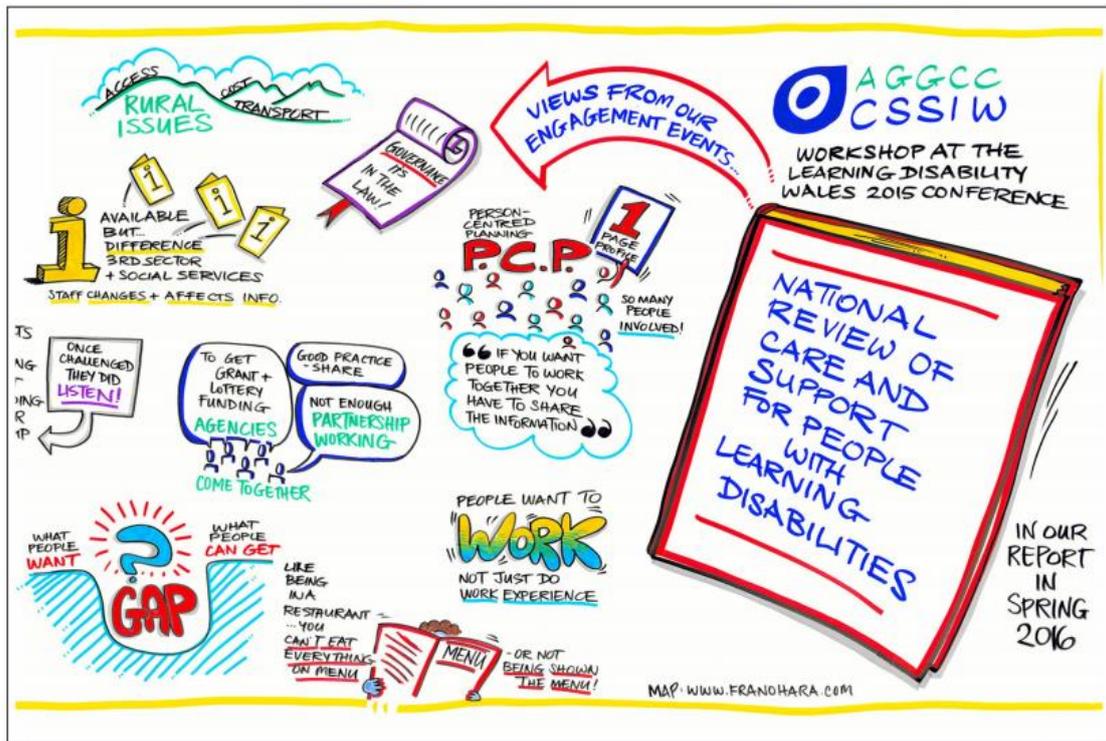


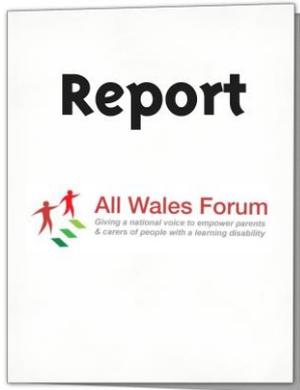
“We feel like a team – even though we might argue, the staff support us to sort it out and we are all equal.”

“My support staff help me understand advice.”

We had a workshop at the Learning Disability Wales Conference. You can see the whole picture here:

cssiw.org.uk/docs/cssiw/general/151221visualmap.pdf





What the All Wales Forum of Parents and Carers found out



Parents and carers talked about supported living.



They said it was important to involve family carers.



They want tenants with learning disabilities to have the same rights as any other tenant. This includes the right to invite people to visit them at any time.



Parents and carers said it was very important for people to have hobbies and be part of their community. They said paid or voluntary work is also very important.



Choice and opportunity



Parents and carers talked about whether people have a real choice about:



- where to live



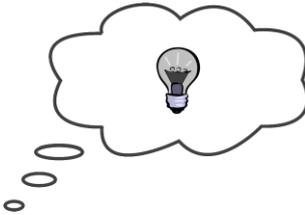
- who to live with



- what to wear



- furnishing their home



- doing something without planning it beforehand



Health care



Parents and carers thought good health care was very important. They talked about:



- annual health checks



- what to do if someone goes into hospital



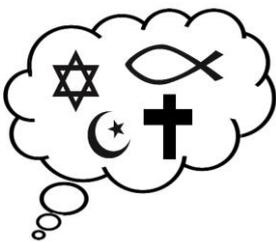
Parents and carers had worries about advocacy services. For example:



- Do advocates keep people's information confidential?



- Do they put their relative's well-being first?



- Do people get support for their spiritual and cultural needs?



How we used this information



The inspectors compared what people said with what they found in the inspections.



The 3 key issues were:



1. It is easier for people to have the life they want if they get on well with the staff who work with them.



2. Staff who help and support people also need to support their rights, including their right to make choices.



3. People need to feel as safe as possible so they can try new opportunities.

Part 3

What the inspectors found out



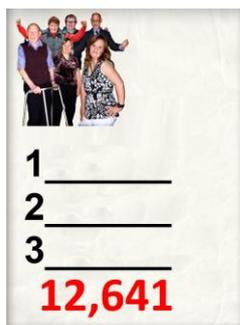


Facts from the questionnaires

Health and social services sometimes use words differently. This makes it hard for them to work together to agree what care, support and services people need in their local council area.



We think there are about 58,000 adults with learning disabilities in Wales.



The local councils and health boards only know about 12,641 of these people.



Not all of these people have a care manager or get a service from the local council.



Both the questionnaires asked about people with challenging behaviour.



We told the local councils and health boards what we mean by 'challenging behaviour'. We mean people who need a lot of support because of their behaviour.



6 local councils did not answer this question.



The other 16 local councils said there were 1,342 people with challenging behaviour.



The health boards said there were 952 people with challenging behaviour.



Where people live



5 out of 10 people with learning disabilities live with their family.



About 4 out of 10 people with learning disabilities live in their own home with support.



1 out of 10 people with learning disabilities live in a care home.



Sometimes people cannot get the services they need in the area where they live.



- 547 people had to move to a different local council area to get the services they need.



- 172 people had to move into a different part of Wales to get the services they need.



- 142 people had to move out of Wales to get the services they need.



This is a worry for everyone, including the people with learning disabilities themselves.



Sometimes people want to move to another area. Sometimes moving to a different local council area means the person lives closer to their family and friends.



But we know it is best for most people to get the services they need close to where they live.



About 130 people with learning disabilities live in a hospital or care home run by the NHS.



About 53 people with learning disabilities live in private hospitals.



About 97 people with learning disabilities have severe mental health problems and have been 'sectioned'.



More than half these people are in a hospital in a different local council area from where they live.



Day services



Almost half the adults with learning disabilities use day services.



Day services are not registered with us or inspected by us.



When we went to the 6 local councils, we visited day services in the area. We listened to the people who use day services.



Money



Some local councils are spending more money on learning disability services than they did in the past. Some local councils are spending less money.



We did not find a link between spending more money and getting better care and support.



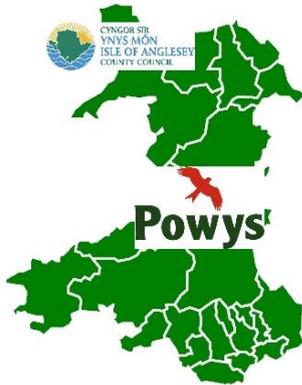
We found what matters is **how** the money is spent.



We asked how many people with learning disabilities have their care and support paid for by both the local council and the health board.



The local councils told us 555. The health boards told us 719. We do not know why the numbers are different.



Anglesey and Powys use joint funding more often. Local councils in South East Wales use joint funding less often.

Question 1



**Do local councils
understand what people
with learning disabilities
and their family carers
need?**

What we expect



- People's support is well organised and it makes sense to them.
- Professionals and other staff work together well. They think about what support a person may need in the future.
- People have a voice. They are encouraged to say what they think and what they want.
- Managers who plan care and support make sure people with learning disabilities are treated as equal human beings with rights and responsibilities.



What we found out



- Health and social care staff work well together.



- Health and social care staff want to help people with learning disabilities to have the life they want.



- Staff have good attitudes about people with learning disabilities.

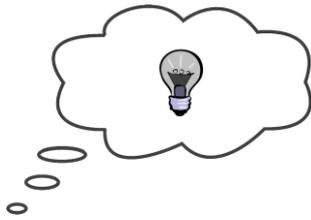


- Most plans for the future are not based on what people with learning disabilities want.

- Local councils are not good at:

- knowing what people with learning disabilities in the local area need

- planning for the right local services in the future



Vision and change



Most care and support is still based on what the All Wales Strategy said in 1983.



The Strategy showed what can happen if everyone works together to make changes happen.



Now, local councils, health, service providers and other voluntary organisations need:



- a new vision for the future



- a better understanding of what people with learning disabilities need so they can have the life they want



- new ways of thinking about care and support services



The Social Services and Well-being (Wales) Act will help. It is important to make sure that people with learning disabilities benefit from the Act as much as anyone else.



People's plans

Most social care teams and health teams are good at planning with each person. They are good at thinking what support the person may need in the future.





Most people with learning disabilities are getting good social care and health support. When they need support from different professionals, the professionals work together well.



All local councils and health boards talked about 'person centred'. Staff in every local council area talked about a 'person centred approach'.



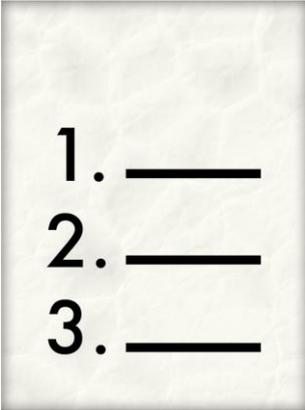
But not everyone meant the same thing.



Some staff thought it meant asking people what they wanted, but they did not change the way they organised their care and support. Some staff thought it meant supporting people to write their own plan.



Planning for the future



Not many local councils have made a list of what everyone needs. But this is the only way to make plans about the services that are needed in the local council area. Councils that already have a list also do these things:



- They have good contact with people with learning disabilities, their family carers, service providers and other organisations. They talk with them and listen to their ideas about the future.



- They have started to make big changes to the way they think about and provide care and support.



Health leaders understand the challenges of making sure people with learning disabilities get the right health services.



Most health boards do not have a way to find out:



- what health services are needed in the local area



- if health services are helping people to have the life they want

Working together



Some local councils and health boards have ways to:



- plan the future together



- choose, buy and check services together



It is hard to work together when senior managers and leaders keep changing.



What works? What doesn't?



For people with learning disabilities to have the lives they want, local councils and health boards need to do these things:



- listen to people with learning disabilities, their family carers and service providers



- work with people with learning disabilities, their family carers and service providers when they write plans and think about a vision for the future



- have a vision for the future, and good plans that say how they will make the vision happen



- have good leadership



- have good ways to check quality



- have good ways to choose, buy and check services



- have clear care plans when a person cannot get the services they need in the area where they live



- make sure they understand 'person centred planning' and write people's plans with them



- work well with other organisations



- do what it says in local strategies and plans



- have good communication between teams. This is easier when



- teams are in the same building



- teams use the same computer system



For staff to work well, they need:



- good managers



- leaders who want people with learning disabilities to have the life they want



- good supervision, support and chances to learn



It is hard for things to go well when:



- local councils and health boards do not plan how they will work with and listen to people with learning disabilities, their family carers and service providers



- health boards do not give good leadership to their community learning disability health team



- teams use their computer systems as an excuse for poor communication



- there are not enough staff



- managers have to worry a lot about money



- people with learning disabilities and their family carers want different things



What needs to change?



We want local councils and health boards to do these things together:



- plan how to spend their money



- check if services are helping people to have the life they want



- collect information about what support people in the local area need now and in the future



- write a plan that says how they will choose, buy and check services that will help people to have the life they want
- talk with and listen to people with learning disabilities and their family carers and work together to agree a new vision for care and support



Want to know more? You can find out more in the 6 local council reports.



- **The Torfaen report has information about a lot of things that work well**



- **The Bridgend report has information about good ways to plan for the future and new ways of thinking about care and support**



Question 2



How good are local councils at:



- giving information, advice and helping people to use services



- checking if someone needs support from the Council



- care planning



What we expect



- People know the options for their support. They know how to get the right help when they need it.



- People have a voice. They are encouraged to say what they think and what they want.



- People are offered services in Welsh, unless they do not speak Welsh.



- People get help based on what they need and the life they want.



- People are safe.



- People get on well with the people who support them. They feel respected and valued.



- People's family carers feel supported and valued.



What we found out



- Staff from different services work together so people get the right support.



- Most staff want to listen to what the person with learning disabilities wants.



- Sometimes people need a unique kind of support – and some of these people get it.



- Support for young people as they become adults.



- There are some excellent plans for 'positive behaviour support'.



- There is some excellent work by health liaison workers who make sure doctors, hospitals and other health staff know how to support patients with learning disabilities.



- Poor information for people about opportunities and choices.



- Staff do not talk with people about their opportunities and choices.



- There is not enough leadership about keeping adults safe.



- Things stay the same for people, instead of getting support to have more skills, be more confident and become more independent.



- People mean different things when they say 'positive behaviour support'.



- Poor planning about the future of day services.



- The Continuing Health Care system is not working well for people with learning disabilities.



Information and advice

Most people with learning disabilities get information face-to-face from their care manager or support staff. This is good. But people need other ways to get information too.



Some local councils have some Easy Read information. But some local councils have very little Easy Read information.



Across Wales, we need to do more to make sure people with learning disabilities and their family carers can get clear information that is easy to understand.





Staff



Most staff have very good attitudes about people with learning disabilities. Most of them want to listen, understand and help as best as they can.



Having the right staff and good managers is more important than having health and social care teams in the same building.



When staff feel they do not have support from their employer, it is hard for them to get on with their work.



It is hard for health and social care staff to work together because they use different computer systems.



Staff talk about 'positive behaviour support'. Some are using it really well. Some are not. Sometimes staff get the jargon mixed up and use the wrong words.



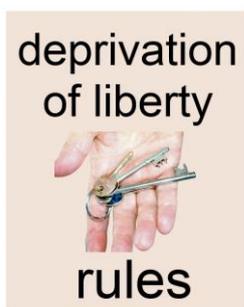
Keeping people safe



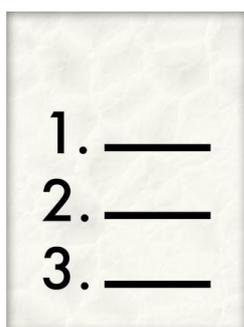
Almost everyone whose file we looked at is safe and protected from abuse.



We needed to tell local councils to sort out problems for a small number of people.



All the local councils we inspected have a waiting list for decisions about people who may need their freedom limited to keep them safe.



The waiting list is because councils need to make decisions about more people. All the councils are trying to do something about the waiting list. There is no easy solution.



There are ways to check:



- if some types of service are less safe



- if some types of service are not good at helping people to have the life they want



- if some groups of people are at risk



We think it is a problem that this is not being checked across Wales.



The new safeguarding system for adults and children has confused some staff and managers.



We hope the new system will work well in the future. But at the moment, it may make it harder to be sure that people are safe.



Community health teams tell the council if they are worried someone may be unsafe. They do not always tell the health board. This makes it hard for health boards to know what is going on.



People's plans and support

About 2 out of 3 people get good support. But about 1 out of 3 gets support that needs to be better.



Some people need equipment.



There are good examples in Wales of people getting the right technology, for example iPads to help them communicate.



But a lot of people find it hard to get the right equipment, for example the right chair.



Welsh speaking people are usually offered services in Welsh.



This is harder when only a few people in the local council area speak Welsh.



Day services and being part of the community



A lot of people use day services. For many people, the day service is the main place that they meet their friends.



Some local councils want to change day services.



Some people with learning disabilities and their family carers are unhappy about this. Often they are unhappy because the council did not talk to them first about the life they want to have.



Some people with learning disabilities feel unsafe on their own in their community.



Having a voice



Most staff work hard to encourage people to have their say about their care and support.



Some people get advocacy support to help them say what they want.



In good local councils, people's files show that they have had their say about their care and support.



At least one council is poor at doing this.



Staff working in day services often have groups where people with learning disabilities can speak up.



Sometimes the service provider does not do much to support these groups.



Health staff are good at speaking up for people with learning disabilities.



They are good at making sure everyone remembers that people with learning disabilities have rights.



Where people live

Local councils need to think about where people's families and family carers live, as well as where people with learning disabilities live.



About 4 out of 10 people with learning disabilities live in their own home with support.



We inspect the agencies that provide the support.



But we do not inspect people's homes. Many get good support.



Some people do not get the right support so they cannot have the life they want.



For a few people, the same service provides their home and their support.



This is not allowed.



1 out of 10 people live in a care home. Most of these people get good care and support.



But most need to have more say in their care plans and reviews.



Their care plans need to say more about how they will gain new skills and become more independent.



Becoming an adult



In the past, local councils were not good at supporting young people as they became adults.



This has got much better. A few young people and their families have made their own plans, with support from health and social care staff.



Family carers



Most carers are family members.
Family carers have mixed experiences.
Most of them said good things about the support they get.



But many had worries about support and planning for the person they care for.



Some family carers said their local council did not involve them in decisions about the future or about their plans to change services.



This was more of a problem in local councils that do not have a clear vision.



What works? And what doesn't?



For people with learning disabilities to have the life they want, local councils and health boards need to have:



Hello

- care managers who are good at communicating with Makaton and Picture Exchange (PECS)



- care managers who use plain language, and make sure people can understand their plans



- care managers who work with people to write a clear plan that says what needs to happen, and how they will check if it is happening



- quality checks so everyone gets the right support
- health, social care, careers and education working together with a young person who is becoming an adult and with their family or carer
- a way of listening to people with learning disabilities and their family carers, working with them and giving them good information about changes
- doctors, hospital staff and other health staff who know how to support people with learning disabilities. Having 'health liaison' nurses works well. Good Easy Read health information helps too.



It is hard for things to go well when:



- There is not enough clear, easy to understand information for people with learning disabilities and their family carers.



- Staff get muddled between 'person centred planning', 'active support' and 'positive behavioural support'. These are three different ways to try to make sure people have the life they want.



- People are left as they are.



- There are disagreements about who will pay for someone's support. This makes life difficult for staff. We do not think the arguments about money are making life difficult for people with learning disabilities.
- Local councils cannot get enough Welsh speaking staff.
- Doctors, hospital staff and other health staff do not understand how to support people with learning disabilities.



What needs to change?



Local councils should make sure they have a good way to check if:



- staff are working with people to write their own care plan



- people's care plans are about the life the person wants to have



- people's care plans are checked regularly



Local councils need to work with people with learning disabilities on their plans for the future of day services.



Some local councils and health boards are doing excellent work. They should tell others:



- what they do



- how they do it



- how they have made changes



Local councils and health boards need to think about their systems for keeping people safe. They should make sure all staff know whose job it is to do what.



Many doctors, hospital staff and other health staff need support to make sure they know how to give good care to people with learning disabilities.



This is called 'Health Liaison'. Health liaison is very important. Health boards should think of ways to do more health liaison work.



People should not have to wait a long time to get equipment they need. Health boards should work with local councils to make sure this does not happen.



Continuing Health Care is care and support that the NHS pays for. The system is not working very well for people with learning disabilities so:



- policy makers should think about changing the system so that it works better



- health boards should work with local councils and agree what to do when someone applies for Continuing Health Care.



TORFAEN COUNTY BOROUGH
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Want to know more? You can find out more in the 6 local council reports.



- **The Torfaen report has information about how the council works with People First**



- **The Conwy report has information about how the council works with Conwy Connect**





- **The Pembrokeshire, Gwynedd and Merthyr reports have information about some of the things that can happen if people cannot get clear, easy to understand information.**
- **The Torfaen report has information about some of the good things that Aneurin Bevan University Hospital Board is doing.**

Question 3



Do local councils have a clear vision, and do other people agree with that vision?



What we expect



- Local councils lead, and lead in partnership with people.



- People with learning disabilities have the same rights as anyone else, so local councils help people use their rights.



- Local councils talk with, listen to and work with people with learning disabilities and their family carers about plans for the future. The councils do this in a way that makes people trust them.



- People are told how their voice has made a difference. If their voice has not made a difference, they are told why.



- The vision for the future says that people will be supported to have the life they want. The vision says how services will be provided in the future.



- People feel their care and support is well organised and is good value for money. They get good support because social services, health and voluntary organisations work together well.



What we found out



- Leaders want people to use the same rights as everyone else.



- Some regional plans that have made people's lives better.



- Councils that listen to and work with people are better at having a vision and making that vision happen.



- A lot of areas do not have a vision or plan for the future, or they have not listened to and worked with people to agree a vision for the future.
- Local councils and health boards have not done much planning together.
- There are not enough services planned and set up by local councils and health boards working together.
- There are not many examples of local councils or health boards planning how they will listen to and work with people with learning disabilities and their family carers.



Leading in partnership



Leaders across Wales want to help people with learning disabilities to know and use their rights.



Most staff already do that when they work with people with learning disabilities.



But in most local council areas, there is no plan that says what the local council and health board will do so that people know and use their rights.



Most local councils think they are good at working in partnership with people with learning disabilities and their family carers.



But we do not think they are.

We think most local councils need to do better at this



Making changes is hard. Making changes **and** making cuts is harder.



It is even harder to do it if people do not trust you and do not think you listen to them.



The councils that are better at working with people are the ones that are better at having a vision and a plan for the future.



Health boards need to get better at communicating with their staff. They need to be able to tell staff what their vision is for people with learning disabilities.



People with learning disabilities need health and social services to work together.



Staff in the community teams are mostly good at working together. But most health boards and local councils need to work together better.



It is hard to work with an organisation when it changes the way it is organised.



In some local councils, senior managers do not even know which person in the health board they need to work with.



Health Boards need to get better at:



- supporting and working with their community learning disability health team



- working with local councils



- making plans for the future by listening to and working with people with learning disabilities



Some people feel Health Boards do not think learning disability services are as important as mental health services.



A lot of learning disability nurses are getting older. This means Health Boards need to make sure they train new learning disability nurses for the future.



What works? And what doesn't?



For people with learning disabilities to have the life they want, local councils and health boards need to have:



- Leaders who think it is important for people with learning disabilities to have the life they want



- A vision. Organisations with a vision have leaders who listen to and work with people with learning disabilities, their family carers and service providers.



- Respect for their staff



It is hard for things to go well when:



- Leaders and senior managers keep changing



- Organisations do not have a plan. Or if they have a plan, it does not listen to or respect the rights of people with learning disabilities



- Leaders do not listen to people with learning disabilities and their family carers.



- Leaders do not listen to or work with their staff



What needs to change?



Policy makers, health boards and local councils should:



- talk with people with learning disabilities, their family carers and service providers



- listen to their ideas for the future



- work with them on a new vision that fits with the new Act



Health boards and local councils should make sure they communicate with each other and with their staff.



Health boards need clear guidance about who should do what if someone has to leave the area where they live to get the service they need.



Health boards should think about their staff. They should think what staff they will need in the future.



Then they need to make plans so they will have the right staff in the future.



Want to know more? You can find out more in the 6 local council reports.

- **The Torfaen and Bridgend reports have information about how they have worked with other organisations to plan for the future.**



- **The Conwy and Merthyr reports have information about the difficulties of working together if the local council and health board do not have a shared vision for the future**



- **The Conwy report has information about planning with people with learning disabilities.**