



Service Specification V2

1.	INTRODUCTION
1.1	ECHO Supported Living Scotland Ltd was incorporated under the Companies Act 2006 as a private company at Companies House, Edinburgh, on 06 June 2024.
1.2	ECHO Supported Living Scotland Ltd will be developed as a small supported living company that provides high quality care and support for people with a learning disability who live in their own tenancies in Central Scotland.
1.3	It is expected that ECHO Supported Living Scotland Ltd will commence operating late 2024 when their Care Inspectorate registration is complete and suitable properties are available.
1.4	The management structure for ECHO Supported Living Scotland Ltd, is available as Appendix 1.
2.	SERVICE DESCRIPTION
2.1	ECHO Supported Living Scotland Ltd will provide a 'housing support service' as defined in Schedule 12, paragraph 19, of the Public Services Reform (Scotland) Act 2010 (the Act), as a service which provides: <i>"support, assistance, advice or counselling to a person who has particular needs, with a view to enabling that person to occupy residential accommodation as a sole or main residence..."</i>
2.2	The level of support provided to people will be a minimum of 24/7 support, which will be a combination of individual and shared support in small shared tenancies and individual support in one person tenancies.
2.3	The people who receive this support will live in their own house, as a tenant. Some will live with another tenants, whilst some will live on their own, as indicated by their individual needs and preference.
2.4	The service will be provided to people living in Central Scotland, and the number of people receiving this support will be increased gradually as the company develops and grows.
2.5	A local Company office will be available, which will be used as an office base for the Registered Manager and the Administrator and will provide training and meeting facilities for staff.
2.6	As a registered housing support provider, nursing care will not be provided as part of the service and people will be supported to access primary and secondary health services as required to meet their health needs. However, the Registered Manager is a Registered Learning Disability Nurse and a Positive Behaviour Support (PBS) Practitioner and will lead on the implementation of the Company PBS Strategy.

3.	CLIENT GROUP & REFERRAL PATHWAY
3.1	<p>The Company will support people who meet the following criteria:</p> <ul style="list-style-type: none"> ▪ Age 18 years & over ▪ A primary diagnosis of a learning disability, AND ▪ Additional complex needs related to physical health, behavioural needs, Autistic Spectrum Disorder, or secondary mental health conditions.
3.2	<p>ECHO Supported Living Scotland Ltd will only provide services when:</p> <ul style="list-style-type: none"> ▪ People meet the criteria provided at 3.1 above ▪ The people are assessed as requiring an enhanced level of support by their Social Worker/ Care Manager ▪ Our staff have the skills to meet the person's individual needs to support their progression in independence/life skills, as well as being able to support them to live a rewarding & fulfilling life of their choice
3.3	<p>The Company aims to provide supported living services for people who have enhanced support needs, which is expected to be related to their behaviours of concern.</p>
3.4	<p>The people supported are likely to transition from:</p> <ul style="list-style-type: none"> ▪ A hospital setting and were considered to be a delayed discharge due to no other suitable accommodation and/or service provider being available ▪ Out of area placements, where people have been placed due to the lack of local suitable accommodation and/or service provider being available to manage their enhanced needs ▪ The family home, for people who have reached adulthood, and it is time for them to move into their own house with their own support team ▪ Other group homes or tenancy settings, when behaviours of concern have proved difficult to manage safely in that setting
3.5	<p>It is acknowledged that challenges will exist in supporting people with this level of behavioural need and the service model delivered will be underpinned by a Positive Behaviour Support (PBS) strategy that supports both the people receiving a supported living package and the staff supporting them.</p>
3.6	<p>All referrals received will initially be screened by the Registered Manager and Company Director who are both Registered Learning Disability Nurses, to determine if the person meets the criteria for a service, whether they have any specific risks that would exclude them from receiving a service and their compatibility to live with others.</p>
3.7	<p>Once a decision is reached to offer a service provision, a transition plan will be developed and led by the Registered Manager, with the aim of the provision commencing from an agreed date. The transition plan will include the completion of needs and risks assessments and the development of care and support plans, including the PBS plan(s), as required.</p>
3.8	<p>The transition plan will involve the person, their family and all relevant other personnel and its aim is to prepare the person for the transition process, develop the supported living package for the person, prepare the accommodation and recruit/train the staff team.</p>

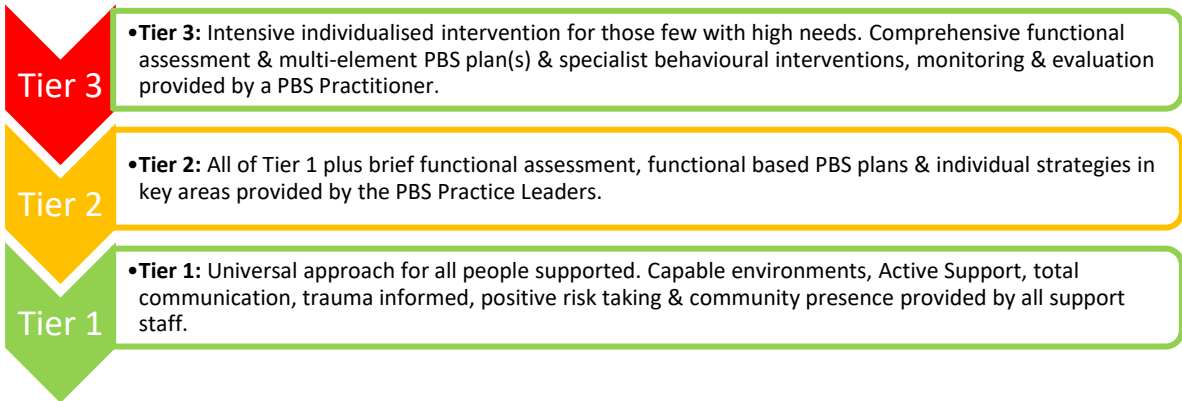
3.9	Following commencement of the service, Review Meetings will be agreed with all involved, to enable the service provision to be evaluated to ensure it is meeting the person's needs. It is expected that the first meeting will occur at the end of the first 6 weeks.
3.10	There will be ongoing Supported Living Review Meetings at intervals as agreed with the person, their family, Care Managers and other health and social care professionals, as needed to support the person. The Company will produce regular evaluation reports for all stakeholders, as agreed with the person and other stakeholders, to keep everyone informed of the agreed quality of life indicators for the person.
4.	PROPERTY DESCRIPTION
4.1	The homes will be developed in a core and cluster model, with a minimum of three to a maximum of eight homes in each cluster. This model will facilitate the availability of a core staff team 24 hours a day, to support the tenancy staff who provide the enhanced support hours for each person.
4.2	The properties provided will be a mixture of refurbished and purpose-built homes, designed to meet the needs of the individual tenants.
4.3	The aim will be to provide ground floor/single level accommodation for the majority of people due to the challenges associated with their behaviours of concern and/or physical needs. However, when appropriate for some people, there may also be two storey houses.
4.4	All homes will be located in communities with good local amenities, regular bus services, and some with local train stations. The supported living homes will feel part of the community and will be surrounded by residential housing. The design and location will ensure privacy for the people supported.
4.5	Each home will have a person specific bespoke specification to ensure it meets the needs of the person. The Company will work with the person and their family, commissioners and other partners, i.e., Health & Social Care Partnership personnel, to identify the required specification for the home.
4.6	As minimum, it is anticipated that the specification for each home will include the following: <ul style="list-style-type: none"> ▪ Meet fire regulations ▪ Reinforcement to walls, windows & fitments, i.e., lights and electrical sockets ▪ Windows with privacy film and/or integrated blinds ▪ Accessible bathroom/shower room ▪ Robust but homely furniture ▪ Safe, low maintenance garden space ▪ Car parking ▪ CCTV or ring doorbell at entrance, appropriate for the person supported ▪ Door alerts to promote safety, if required ▪ Staff call system, which will be activated from a watch, so it is discrete ▪ The ability to restrict access to areas if required, i.e., kitchen area
4.7	The homes will be spacious, and in shared tenancies each person will have their own bedroom and en-suite/personal bathroom.

4.8	The Company will work in partnership with the Inclusion Group, who will be the social care landlord to ensure there is a clear separation between landlord and support provider. The Inclusion Group will provide each person with a tenancy agreement that is fair, transparent, and reflects the law.
4.9	Close to each cluster of homes will be a staff hub where the core team will be based to ensure they are close enough to respond quickly and provide the required support to staff in tenancies for breaks, supervision, reflective practice, debriefing, support with incidents, to facilitate time out when required, additional support for community access, cover for training events, etc.
5.	STAFFING PROFILE & SUPPORT
5.1	ECHO Supported Living Scotland Ltd will employ: <ul style="list-style-type: none"> ▪ A Company Director to lead on corporate governance duties ▪ A Company Director to support the operational management of the service and lead the quality assurance programme ▪ A Registered Manager to lead the day-to-day management of the service; the Registered Manager is a qualified PBS Practitioner and will lead the provision of PBS in practice ▪ Team Leaders for each group of tenancies, to lead and direct the delivery of the support people receive; they will be trained as PBS Practice Leaders ▪ A team of Community Support Workers for each tenancy, to provide direct support under the management and guidance of the Registered Manager and Team Leaders ▪ A Company Administrator to support the administration functions of the service
5.2	As the Company grows, Deputy Manager posts will be introduced, to oversee the day-to-day management of a group of tenancies under the direction of the Registered Manager. They will be trained as PBS Practitioners and will support the implementation of the Company quality assurance programme.
5.3	All staff will be recruited by following the Company Recruitment Policy and Procedure, which reflects the Care Inspectorate/Scottish Social Services Council (SSSC) guidance, Safer Recruitment Through Better Recruitment.
5.4	The staff's terms and conditions will include a salary which exceeds the Living Wage, generous annual leave entitlement which including their birthday as an additional day off, developmental opportunities and a range of 'perks' to make the job appealing to potential applicants.
5.5	Whilst providing new services for people, the Team Leaders will be appointed first to enable them to undertake additional training to prepare them for their supervisory role, this will include the PBS training (see section 6 below), training in supporting and supervising staff, leading the team and completing assessments and support plans.
5.6	The Community Support Workers will be recruited in teams to work within specific tenancies.
5.7	All staff appointed will be expected to complete a range of mandatory and other essential training available through YourHippo e-Learning and Management System prior to commencing in post. They will receive a financial remuneration for this and it will demonstrate their level of commitment to the post.

5.8	<p>On commencement in post, staff will complete a robust induction programme aimed at preparing them to support specific people. This programme will include face to face training in:</p> <ul style="list-style-type: none"> ▪ Sessions to reinforce eLearning programmes completed and how the topics covered will be implemented in the Company, i.e., Adult Support & Protection, Health & Safety, Infection Prevention & Control, etc. ▪ Introduction to the Care Inspectorate and SSSC requirements ▪ Introduction to the employee handbook and employment policies and procedures, so staff are aware of their rights and the company expectations ▪ A 'getting to know me' session on each person to be supported, from the person's perspective and delivered with the support of the person and/or their family, carers and relevant others. For instance, this may include input from specific professionals who works with the person and understands their support needs, i.e., Occupational Therapist, Nurse or Psychologist ▪ After the above session, there will be workshops on relevant topics directly related to the people supported. These topics will be delivered in a bespoke way to the person(s) to be supported. So, if two people have a diagnosis of Autism, the autism session will be designed to be bespoke to the presentation and needs of each person. Again, these sessions will be delivered with input from relevant stakeholders. ▪ A PBS session(s) delivered by the Registered Manager will be bespoke to the person(s) to be supported ▪ All staff will be introduced to the Understanding Positive Behaviour Training provided by SSSC by the Registered Manager and targets will be agreed for completion of this workbook-based training. This training will enable the staff to develop foundation knowledge on PBS when supporting people.
5.9	<p>All staff will be provided with training related to self-protection and breakaway as part of their induction schedule.</p>
5.10	<p>If staff are to work with a person(s) who are likely to need holding techniques to maintain safety, then BILD (British Institute of Learning Disabilities) approved training in physical intervention techniques will be provided. However, this training will never be provided to all staff as evidence suggest that when this level of intervention is trained, it increases the likelihood of it being utilised by staff.</p>
5.11	<p>Following the formal induction schedule outlined above, staff will be allocated a workplace buddy to provide support in practice. Initially these will be the Team Leaders, until other colleagues are developed to undertake this role.</p>
5.12	<p>The staff will complete an Induction programme in practice that will commence at the end of their induction training schedule and will run for up to 12 weeks, which will include:</p> <ul style="list-style-type: none"> ▪ Regular 1:1 supervision with a Team Leader and/or the Registered Manager. A supervision session will be provided as a minimum at the end of weeks 1, 4, 8 and 12. Additional sessions will be provided if needed ▪ Team Reflection sessions at the end of weeks 2, 4, 8 and 12. This will be facilitated by the Registered Manager/Team Leader and their aim is to support staff to raise concerns they encounter and identify solutions, share learning and provide peer and management support ▪ If involved in any incidents during their induction period, debriefing will be provided following the incident to identify lessons to be learnt and ways to improve practice

5.13	Running concurrently to the staff's induction programme, is their probationary period, which will last a minimum of 12 weeks, with the potential to extend it as required. Probationary reviews will be held with the staff member and support provided as required to enable them to successfully complete this.
5.14	In the event of a substantial failure to meet the needs of the post, or if an employee demonstrates any behaviours or attitude that is incongruent with the values required to implement PBS in practice and shows an inability to change these, they will not successfully complete their probationary period and their employment will be terminated.
5.15	<p>Following successful completion of the probationary period there will be ongoing support systems implemented to support the staff, including:</p> <ul style="list-style-type: none"> ▪ Daily morning briefing meeting between the Team Leaders and the Registered/Deputy Manager to discuss the plans for the day, decide on any changes needed and find out about any events that occurred in the last 24 hours that a Manager needs to address ▪ Following the daily briefing, the Manager(s) would address any required issues, such as undertake a debrief with staff, provide 1:1 supervision if needed, undertake an impromptu Team Reflective Practice session, etc. ▪ Regular 1:1 supervision sessions with a Team Leader or the Registered/Deputy Manager, at a frequency of a minimum of 5 per year ▪ Regular Team Reflective Practice sessions facilitated by the Registered/Deputy Manager. The frequency of these will be determined by the supporting Manager according to the needs of the person(s) supported. These are likely to commence fortnightly, then move to monthly and bi-monthly thereafter. ▪ Regular observation in practice sessions led by the Team Leaders/Deputies/Registered Manager, which allows early identification of skills deficits, teaching required and provides opportunities for 2-way feedback ▪ The Registered Manager/Deputy Manager(s) will lead on delivery of the PBS Strategy in practice, providing staff with the required support, coaching and mentoring for this to be effectively delivered, see section 7 below ▪ Delivery of ongoing bespoke workshops related to meeting the needs of the people supported. These would be arranged by the Registered/Deputy Manager ▪ Staff meetings will be held at least monthly for all staff across the Company, to provide them with a forum for sharing information, celebrating achievements and identifying learning to be shared ▪ An appraisal meeting that includes agreeing an individual development plan would be undertaken at the one year in post stage, then annually thereafter. The outcomes from the annual appraisal meeting would be covered in the staff's ongoing 1:1 supervision meetings
5.16	There will be ongoing support from the core team of staff, as described at 4.9 above. The core staff will be contactable by tenancy staff in an emergency through the activation of personal alarms worn as wrist watches and they will be close enough to attend the tenancies quickly to provide additional support.

6.	STAFF WELFARE
6.1	<p>ECHO Supported Living Scotland Ltd recognise the risks to staff associated with supporting people in supported living settings, particularly feelings of isolation and safety. Therefore, the following initiative will be implemented to support staff's wellbeing and enhance retention of staff, this list is not exhaustive and additional initiatives will be added when we commence operating.</p> <p><u>Effective communication</u></p> <ul style="list-style-type: none"> ▪ Daily briefing ▪ Weekly Reflection completed by the Registered Manager shared with staff via the employee app ▪ Monthly Briefing by the Registered Manager to all staff ▪ Staff meetings held monthly ▪ Supervision sessions at least 5 times a year ▪ Regular impromptu meetings/visits by Registered Manager/Deputy Manager(s)/Team Leaders ▪ Registered Manager, Deputy Manager(s) and Team Leaders to have an 'open door' policy <p><u>Everyday Support</u></p> <ul style="list-style-type: none"> ▪ Core staff will be available immediately, should additional support be needed quickly ▪ Core staff will routinely provide staff with cover for breaks, time out, training, etc. ▪ Deputy Manager(s) and Team Leaders will undertake welfare checks on staff and people supported frequently throughout shifts, to make sure all are well and arrange additional support if needed ▪ Team Leaders, Deputy Manager(s) and the Registered Manager will be available to provide support whenever it is needed <p><u>Training & Development</u></p> <ul style="list-style-type: none"> ▪ Providing initial and ongoing training & development to enable staff to develop skills and coping strategies for their role focusing on resilience ▪ Providing additional training and development opportunities for staff to support their personal development needs and career aspirations <p><u>Recognition & Appreciations</u></p> <ul style="list-style-type: none"> ▪ Recognising and appreciating staff's efforts and accomplishments ▪ Celebrating achievements, both big and small, and give credit where it's due ▪ A simple "thank you" or public acknowledgment to staff to make them feel valued and motivated <p><u>Work Life Balance</u></p> <ul style="list-style-type: none"> ▪ Promoting the wellbeing of staff by showing consideration for their work-life balance ▪ Offering flexible working arrangements in accordance with policy ▪ Encouraging and facilitating staff to take breaks, whether meal break or holidays, to ensure they have time for rest and recharge ▪ Being aware of not overloading staff with work and/or overtime demands <p><u>Empower individuals and Teams</u></p> <ul style="list-style-type: none"> ▪ Trusting staff to make decisions and take ownership of their work ▪ Avoiding micromanaging staff

	<p><u>Pay and Benefits</u></p> <ul style="list-style-type: none"> ▪ Always paying more than the Scottish Living Wage ▪ Access to a counselling service for staff and their family ▪ Giving staff their birthday off as an extra holiday every year; we believe that no one should have to go to work on their birthday ▪ Giving them perks for staff discount schemes <p><u>Provide Feedback</u></p> <ul style="list-style-type: none"> ▪ Giving staff feedback that is meaningful regarding their contribution to the team, which is aimed at helping them grow and develop ▪ Avoid always focusing on negative aspects of an employee’s performance, give balanced feedback that provides guidance and support on things that need to be improved and how this can be done ▪ The Registered Manager’s approach will be to ‘catch people doing something right’ and tell them immediately ▪ Whilst a lot of feedback will be done via 1:1 supervision, it will also be done regularly, in a timely way and staff will not get surprises (or shocks) at supervision meetings
6.2	<p>The Company aim will be to create a supportive culture for staff and people supported. We believe a workplace culture is critical for building staff’s resilience. By promoting and encouraging an open communication and a learning environment in the workplace, we aim for our staff to feel comfortable discussing their concerns and challenges openly with the Registered Manager, Deputy Manager(s), Teams Leaders and other colleagues as appropriate. We will always aim to offer staff encouragement and recognition for their efforts and lead by example.</p>
6.3	<p>The above staff welfare initiatives are also aimed at avoiding the development of closed cultures within tenancies, which can lead to poor cultures in which harm and breaches on people’s human rights can occur. Any behaviours in staff that indicate this would not be tolerated.</p>
7.	<p>COMPANY POSITIVE BEHAVIOUR SUPPORT STRATEGY</p>
7.1	<p>The Company has a Positive behaviour Support Strategy that outlines the way it will deliver a PBS model of support to people that is bespoke to each person supported.</p>
7.2	<p>The Strategy consist of three tiers, as outline in Figure 1 below. This 3 tier model describes the level of support to be provided and who this will be provided by. It is underpinned by a planned organisational approach that meets needs at all levels and reduces need at tier 3.</p>
<p style="text-align: center;"><u>Figure 1: 3 Tier Model of PBS Support</u></p>  <p> Tier 3: Intensive individualised intervention for those few with high needs. Comprehensive functional assessment & multi-element PBS plan(s) & specialist behavioural interventions, monitoring & evaluation provided by a PBS Practitioner. </p> <p> Tier 2: All of Tier 1 plus brief functional assessment, functional based PBS plans & individual strategies in key areas provided by the PBS Practice Leaders. </p> <p> Tier 1: Universal approach for all people supported. Capable environments, Active Support, total communication, trauma informed, positive risk taking & community presence provided by all support staff. </p>	

7.3	<p>This 3 tier approach is implemented effectively by being clear about expectations of staff and providing them with the right level of training to develop the skills required to effectively undertake their role in implementing the PBS Strategy.</p>
7.4	<p>The staff responsible for the delivery of tier 1 are all staff who directly support people, the Community Support Workers. Their training provision to prepare them for their role includes:</p> <ul style="list-style-type: none"> ▪ Completion of the eLearning Programmes related to PBS and Active Support prior to commencing in post ▪ Completion of face-to-face PBS training delivered by the PBS Practitioner ▪ Completion of the ‘Understanding Positive Behaviour Training’ provided by SSSC (Scottish Social Service Council) whilst in practice <p>The SSSC training is workbook-based training and will take approximately 3 months to complete. The Registered Manager, Deputy Manager(s) and Team Leaders will support staff’s completion of this training through targeted workshops, reflective practice sessions, 1:1 supervision, practice observations, and coaching and mentoring in practice. Staff will receive a salary uplift on completion of this essential training.</p>
7.5	<p>The staff responsible for the delivery of Tier 2 of the PBS Strategy are the Team Leaders, who will be trained to become PBS Practice Leaders. The training provision to prepare them for this role is the BTEC Certificate in Positive Behaviour Support provided by BILD. This training covers three mandatory units:</p> <ol style="list-style-type: none"> 1. Understanding Behaviours that challenge and the role of Positive Behaviour Support 2. Developing Capable Environments 3. Supporting Functional Assessment and Intervention
7.6	<p>When the Company starts to operate the Registered Manager will be responsible for the delivery of Tier 3 of the PBS Strategy in her role of PBS Practitioner. She has already successfully completed the training required for this role, which is BTEC Diploma Practice Leadership in Positive Behaviour Support. It is acknowledged that additional support at this tier may also be provided from specialist colleagues in the local Health & Social Care Partnership.</p> <p>The BTEC Diploma Practice Leadership in Positive Behaviour Support training consisted of 5 mandatory units:</p> <ol style="list-style-type: none"> 1. Understanding behaviours that challenge and the role of positive behaviour support 2. Developing capable environments 3. Practice leadership, interactive coaching and active support 4. Functional assessment and intervention 5. Reducing restrictive practices
7.7	<p>It is planned that as the Company grows, so will the capacity within the team to support the PBS Strategy. Deputy Managers will be appointed and will train as PBS Practitioners. We will also review the need for additional PBS Practice Leaders and if required, some of the Community Support Workers will complete the PBS Practice Leaders training to support the delivery of Tier 2 PBS. This approach will strengthen the Company’s competence and confidence in managing behaviours of concern.</p>

8.	COMPANY AIMS
8.1	<p>ECHO Supported Living Scotland Ltd aims to provide competent and confident staff, who will focus on enabling people to:</p> <ul style="list-style-type: none"> ▪ develop and enhance life skills and independence through a model of Active Support ▪ explore and participate in meaningful activities ▪ promote choice and empowerment ▪ live in a secure and safe homely environment ▪ maintain and develop their social networks ▪ develop active partnership with families, friends and other agencies ▪ be actively involved in developing and shaping their supported living service, including how it will be delivered and reviewed.
8.2	The Company's vision is that all people we support will experience positive outcomes that enhance their life experiences as a direct result of the support we provide.
8.3	The expected positive outcomes that people may experience will be different for each person, and will be dependent on their own choices, needs and aspirations.
8.4	ECHO Supported Living Scotland Ltd do not anticipate any particular limitations or restrictions in its service provision. We will aim to recruit staff who are suitable to support people to experience their individual life choices and cultural practices.
9.	COMPANY OBJECTIVES
9.1	ECHO Supported Living Scotland Ltd are committed to delivering a service provision that meets the expectations set out in the Health and Social Care Standards (the Standards) in Scotland.
9.2	<p>To enable us to deliver services that meet the Standards, our objective is to ensure people will receive a supported living service that is underpinned by following Principles as set out in the Standards:</p> <ul style="list-style-type: none"> ▪ Dignity & respect ▪ Compassion ▪ Be included ▪ Responsive Care & Support ▪ Wellbeing
9.3	Through the delivery of supported living services that meet these principles, we are confident that people will achieve better outcomes in all aspects of their life.
9.4	ECHO Supported Living Scotland Ltd are committed to delivering continuous service improvements in its delivery of person-centred supported living services. This will be supported by a Quality Assurance Programme that measures outcomes and leads to improvements in practice. We will strive to deliver high quality service provision that meets and at times exceeds the expected standards for a housing support service, aiming to achieve Care Inspectorate grades of 'very good' or 'excellent' within our first three years of operating.
9.5	If ECHO Supporting Living Scotland Ltd do not meet people's expectations, people will be encouraged and supported to raise their concerns with us. If concerns raised cannot be resolved, people will be able to follow our complaints procedure or complain to the Care Inspectorate.

9.6	The Company have identified specific objectives under each of the five Health and Social Care Standards and these are available in our Statement of Aims and Objectives.
10.	CONCLUSIONS
10.1	The Company's unique selling point is that it will be managed by three highly skilled and experienced people, who between them have over 110 years' experience in successfully delivering services to people with a learning disability and all decisions will be based on providing quality outcomes whilst offering best value for money.
10.2	As an independent Company, the intention is to remain relatively small, providing services in central Scotland and to build them up at a pace that gives us time to embed some services before more are added.
10.3	As an independent Company there will be no pressures to start supporting people until we are confident that we are in a position to do so, with the right staff in place, who are trained to the level of competence required.
10.4	The Company Directors are collectively driven to provide the best supported living services possible for people with enhanced support needs, providing them with respectful and positive support, to enable them to live happy and fulfilling lives and we believe we have the commitment and skills to achieve this.
Person Responsible for Service Specification	Marie Greenberry MSc RNLD, Company Director
Date Statement Developed	July 2024
Review Date	Within 3 months of the service beginning to operate



Appendix 1: Management Structure

