

Quality Checking by Self Advocates and Family Carers

The Quality Partners Project Report



Project Duration: April – December 2013

December 2013

**East of England Managed Clinical Network Mental Health and Learning
Disability**

Learning Disabilities and Autism Workstream

Easy Read Summary

We were invited by the East of England Managed Clinical Network to lead on the Quality Assurance work. This is how we did it.



We drafted a project plan, so that we could explain how we would use the funding. We made sure we had self-advocates and families involved in the planning and decision-making from the start.



We asked commissioners which services they wanted to be checked in their area. Most said Supported Living, and we decided that Norfolk would be a good place to do the pilot.



We found out how Quality Checking is being done in other places, and found out about standards for supported living. We set up a Learning Log and added a list of links about Quality Checking Tools to it.



We set up a regional advisory group for the East of England, which met 3 times, and a local steering group in Norfolk which met 5 times.



We decided to train a small group of people to become quality checkers. We chose Changing Our Lives to help us. They suggested we use their Quality of Life Standards (see Appendix B) as a checking tool.

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1. Introduction

The Quality Partners project has been an exciting and dynamic piece of work and Inclusion East CIC has enjoyed being involved with all the stakeholders.

We have been particularly impressed by the enthusiasm of the self-advocates, the families, and the support workers who have been involved, all of whom have given their time and effort willingly because they are genuinely interested in seeing a positive and measurable outcome for people and families from this work.

2. Aims of the Project

Inclusion East CIC was invited to lead the project following its work on involving people directly in the validation of the Health Self-Assessment Framework reports in previous years.

The project was originally proposed as a means of examining the effectiveness of existing Quality Assurance measures in the Eastern region, and finding out how things can be improved.

3. How we have done the work

We quickly realised that the project would be best executed as a co-production between commissioners, people who use services, families, support providers, and third sector

support organisations. We also decided to use this opportunity as a demonstration of directly involving people with very high support needs.

3.1 Engagement with all Stakeholders

We recognised the immediate need to engage with local authorities and so approached the Learning Disability Commissioners network, to ask them for their steer and input in designing the project. We proposed the idea of setting up an independent quality checking network for the East of England, which could include members from all local areas and sectors. We asked them to suggest a particular kind of service that they thought would be most useful to be checked. A large proportion came back to us with requests to check Supported Living services. We invited commissioners to tell us their ideas and chose the best one as the focus for the pilot. A number of local authorities expressed their interest in being focal points for our work, and Norfolk County Council came back with an outline plan which we thought offered good local support and significant depth of interest.

We then set up a Regional Advisory Group which consisted of self-advocates, people with complex needs, family carers, local authority commissioners and Quality Assurance leads, people from Healthwatch, and professionals from learning disability provider services. These two groups supported the development of the project and advised us throughout. See the Learning Log in Appendix E for project plan updates and minutes of all the meetings.

During our examination of existing Quality Assurance tools and Methods, we had looked at the Quality of Life Standards (See Appendix A) that had been developed by Changing Our Lives, and found them to be a singularly person-centred set of standards. We also found out that Changing Our Lives had been doing quality audits at a local level in the Black Country for over ten years. We asked if they could offer training to our project, and they were happy to do this as it gave them another opportunity to validate the Quality of Life Standards in a different area of the country.

3.2 Capacity building and recruitment of network members

We drew upon our experiences of listening carefully and actively to people who use services and their families, and we knew that we could call upon our existing networks, built between 2004-2010 when the Valuing People initiative was being strongly supported, and when Partners in Policymaking family leadership programmes were being delivered in the region.

We sent out invitations to attend a training day to all partnership boards and to members of the regional families forum and the regional self-advocates forum, and we received nearly 70 applications from self-advocates and family carers.

3.3 Training

We attempted to select 2 people from each area to do be trained as quality checkers, but this proved impossible as all the applicants were obviously so interested in quality checking. Instead we decided to hold a large-scale Induction day (see Appendix D for the Agenda), and to select from that large group a much smaller team of checkers who would go on to do more in-depth training.. We asked Changing Our Lives to facilitate and deliver the training, and also to act as objective selectors of the smaller team. As the induction day progressed, the facilitators were looking for self-advocates who were fully engaged in the training and who had excellent support (in order to ensure completion of the project), and for family carers who were showing good listening skills as well as contributing confidently to the day.

At the end of the day we had identified 8 people who we thought would make good quality checkers, but we agreed with Changing Our Lives when they told us that every person in the room had the potential to be involved in some way in the Quality Checking process.

We agreed 2 further dates for in-depth training, the first before the visits and the second (still to be completed on 23rd January 2014) as a follow-up session to address any questions, look at reports, and to serve as a supervision meeting for the checkers.

3.4 Offering Quality of Life Checks – Engagement with Providers

Norfolk Quality Assurance Team offered engagement with Supported Living providers, and we were hoping to check two different services but in the end only managed to engage with one provider.

We sent an accessible Consent Form that Changing Our Lives had developed (see Appendix B) to the provider and two people came forward to be involved in the pilot project.

Two visits to each person were carried out, and for one person, there were two inter-related issues (not immediate safeguarding issues, but concerns for long-term health and wellbeing) that needed to be raised without delay. This was done the next day, and we have been advised by the provider that a manager has been assigned to that person to address the concerns we raised, and that staff training has been delivered. For the other person who was visited, the experience was very positive and it was clear to the checkers that the person has a high quality of life and is very happy and contented.

At the time of writing this report, we have yet to deliver our written visit reports (see Appendix C for the template used) to the provider and to the people visited, and we are trying to arrange a meeting to do this, for January or February.

4. What has been achieved

The main achievements of the project have been:

- The establishment of a regional network of individuals and families (currently numbering more than 50 people) who want to be involved in some way in independent quality checking in the East of England.
- The sharing and evaluation of the Quality of Life standards designed by Changing Our Lives, which have since been endorsed by the Minister for Care Services, Norman Lamb and which will be formally launched in the Spring of 2014. These standards were written by people with disabilities with support from Changing Our Lives, and they have been the subject of consultations with more than 400 people around the country.
- Engagement with CQC and HealthWatch about how to directly include people with learning disabilities in the quality checking process.
- The sharing of values and building of trust between stakeholders in the East of England.
- For the people who were visited, identification of areas for improvement and issues which can be quickly addressed to bring them a better day-to-day quality of life.
- Validation for our co-production approach, which has shown how informal networks can be used to great effect to increase community capacity, and which local “systems-based” services may not have considered, or even been aware of.

5. Recommendations

The learning from the project has been enormous, and it will continue as we tie up the loose ends of the project. Our Regional Advisory Group has helped us to shape our recommendations and these are summarised below:

For Local Authority Commissioners:

- Consider whether your existing local Quality Assurance teams are working with providers – do they have the capacity to make visits to all settings, or just those with whom concerns have been reported?
- Consider whether you are checking for Quality of Life, or Quality of Services. If the latter, are self-advocates and families involved in checking quality of services from their point of view?
- Consider whether you have the local capacity in User-led organisations to develop quality checking, and if so, are you investing adequately for them to be sustainable?
- Consider whether you have any process or means of monitoring quality of outcomes for people using Personal Budgets or Direct Payments. If not, this could be an area where quality is going completely unchecked.

- Consider the possibility of combining user-led quality checking with Supported Employment services.
- Consider the possibility of including independent user-led quality checking in provider contracts as an additional means of monitoring delivery of required outcomes.

For Healthwatch leads:

- Consider whether quality checking based on the Quality of Life Standards might be useful as a pre-cursor to using Enter and View powers.
- Consider whether local people with learning disabilities , particularly those who have high support needs, are well-represented in monitoring processes

For Providers:

- Consider whether your own quality assurance processes are sufficiently robust in terms of their objectivity – if they are carried out in-house, even by people using your service, are there any potential conflicts of interest?
- Consider whether you have a focus on the Quality of Life for people using your services, and not just on the quality of your service from your point of view.
- Consider whether you would find it useful to increase access by objective, independent visitors who are not regulators or inspectors, but who have experience in their own lives of seeking quality for themselves or a family member.

For Self-advocacy / Advocacy / Support Organisations:

- Consider the potential for your organisation to be part of a larger regional network which could offer quality checking as a supported employment opportunity.
- Consider whether local self-advocates and families would feel more comfortable about checking quality away from their own local area.
- Consider the potential for your organisation to be involved in developing a “Train the Trainers” model for quality checking.

For people who use services and their families:

- Consider whether, in your experience, existing regulatory and monitoring methods have proved effective in improving quality of life for people using local services.
- Consider the possibility of increasing social connections for you or your family member via a quality checking network, along with increasing understanding of how other people live their lives, and knowledge of options that might be possible for you/your family member.

- Consider the benefits of a joining a quality checking network that seeks to share good practice among many local areas, increasing the likelihood that good ideas could be adopted or adapted locally.

6. Acknowledgements

We would like to thank the Managed Clinical Network for funding the project, and supporting Inclusion East to lead it with an ethos of true co-production.

We also want to thank all the Quality Partners for their hard work, support and commitment, especially the Quality Checking Pilot Team members and their supporters:

Matt Howard
 Angie Cork (Matt Howard's PA)
 John Donnelly
 Christian Raphael
 Matt Clark (Christian's PA)
 Lynn McKay (Christian's PA)
 John Stevens
 Sabrina Bartram
 Ian Hubbard (Sabrina's Supporter)
 Ian Culverhouse

We would also like to thank the following organisations for their contributions to the success of the pilot:

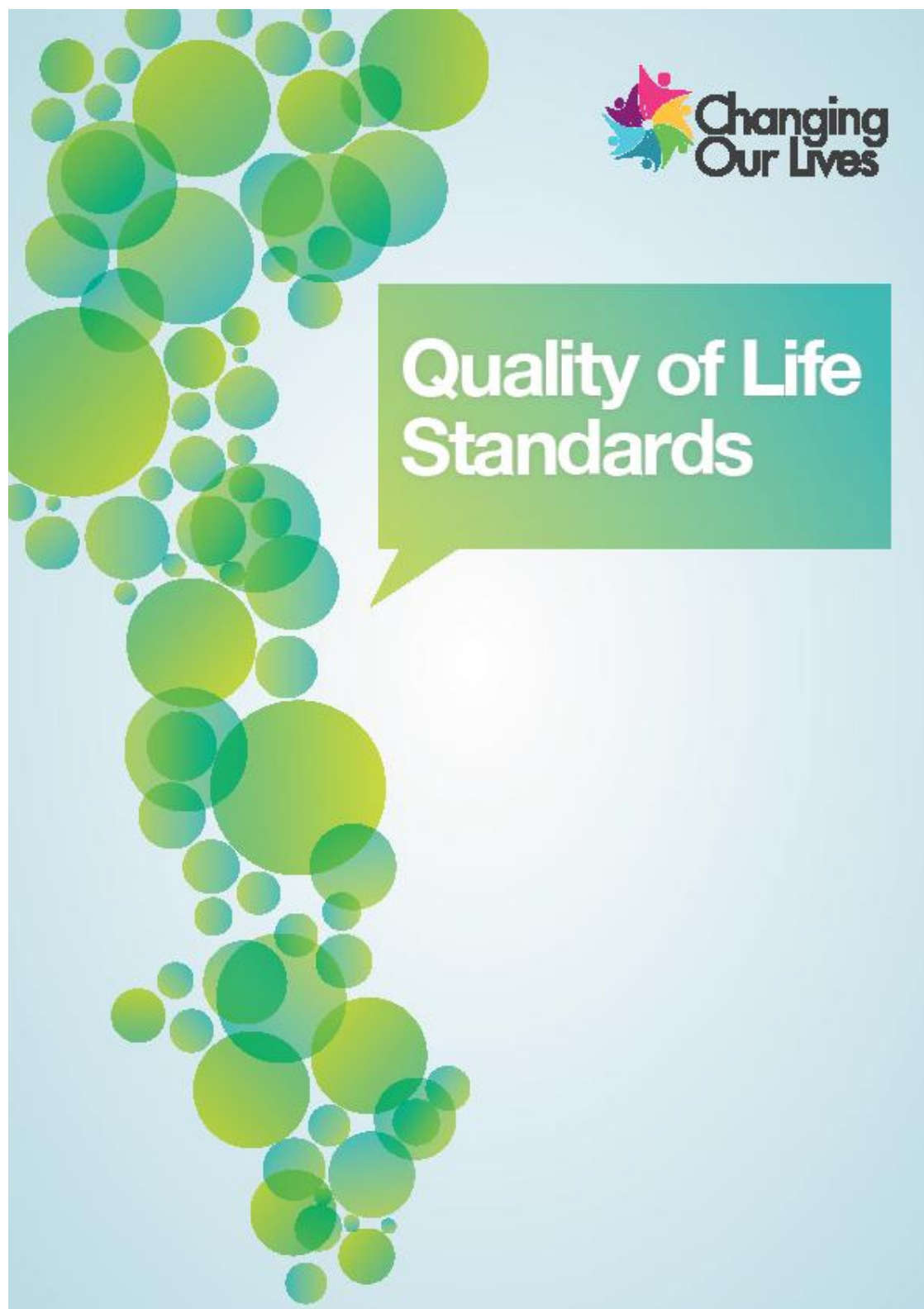
ACE Anglia (formerly Suffolk People First/Suffolk ACE)
 Cambridgeshire County Council
 Changing Our Lives
 Dimensions
 Equal Lives (formerly Norfolk Coalition of Disabled People)
 HealthWatch Norfolk
 Hertfordshire Partnership University NHS Foundation Trust
 Hertfordshire County Council
 Norfolk County Council
 Opening Doors (formerly People First of Norfolk)
 Peterborough City Council
 Peterborough Community Voluntary Service
 Suffolk County Council
 Votre Chemin Ltd.

For further information please contact Jo Hough at Inclusion East:

jo@inclusioneast.co.uk

Appendix A - Quality of Life Standards

(double click on PDF below to open in Adobe Reader)



Appendix B - Accessible Consent Form

Supplied by Changing Our Lives



Help us to check your service



Changing Our Lives is a self-advocacy group that helps people to speak up about things in their lives.

We make sure people who use services have a say in the way the service runs.

We have been asked by to find out more about their supported living service.

It would be good to know if people who live there are happy with their support.

We also need to find out if there are any problems.

What we are doing



This is called an audit. This is a special way of checking.

We can tell the managers what works well.

We can make sure changes are made if they are needed.

You need to know:



Your support from the service will stay the same

Your home will be safe



What you say will stay private and only be used to check the service



I would have to tell someone if you were going to hurt yourself or someone else



You can change your mind at any time



If you want to stop just tell me, this will be ok



About Supported Living

Supported living is very different to living in a residential home

Most people have their own place but may live with their partners or friends

The person makes all the decisions about their home

The person should have their own key and always answer their door

People should always answer their own phone

Some people might need some support with some of these things but staff should be respectful

Everyone needs different kinds of support to live a good life

People who live in a supported living service should be able to make lots of choices about their lives

People can get help to manage their own money

Everyone should do their own cooking and shopping

People should have support to stay healthy

People should choose how they spend their time

People should choose who supports them in their own home

Still want to help?

We need to check you are happy to help us.

This is called giving consent or agreeing to answer our questions.

This will help us know what you remember.

What is supported living?

What kind of support should people have?

What will I do with what you tell me?

How can you tell me to stop?



I do want to answer questions about my service



I do not want to answer questions about my service

Signed**Date**





Answering your own front door



Choosing your own food



Looking after your own money



Appendix C - Traffic Light Visit Report template

Subject	Red	Orange	Green
<u>Communication</u>			
People communicate with me in a way I understand			
If I need a Communication Passport, I have been involved in writing it and updating it			
<u>Plans</u> Which plans do I have?			
Where are they kept?			
Do I take part in making plans and checking them regularly?			
My plan is made in a way I understand. I have a copy. My staff have helped me understand what it says			
I have the right to see any information about me. It is kept confidential. My plans are updated regularly			
My plans talk about me in a positive way			
<u>My Meetings</u> I choose where and when I have my meetings			
I chair my meetings			
I decide what I want to talk about			
I understand what is happening in my meeting			
I make my meeting personal to me			
Things change because of what is said in my meetings			
<u>Advocacy and Speaking Up For Myself</u> I know where my local			

Subject	Red	Orange	Green
Self Advocacy Group is			
I can have support to get an advocate if I need one			
I can say things without my family having to know			
I know how to make a complaint if I am not happy			
I know how to vote			
<u>Staying Safe</u>			
I understand about abuse and being hurt			
I know who I can talk to if I feel that something bad has happened to me			
I am supported to talk to someone outside my home, like a counsellor			
I know about Disability Hate Crime			
<u>My Education</u>			
I am able to have a good education			
My school/college know about my Person-centred Plan			
I am on a course that uses my skills and is going to help with what I want to do in future			
I will choose which college I go to			
<u>Paid Work</u>			
I know that I can have a paid job			
I know where to go for Careers Advice			
I know about supported employment places in my area			
I know about using a			

Subject	Red	Orange	Green
personal budget to help me with work experience or a job coach			
<u>Travel</u> I have had travel training to help me use a bus independently			
I have a bus pass			
<u>Where I live</u> I choose where I live and who with			
I was supported to look at other options			
Information about housing is in Easy Read			
<u>My Friends and Relationships</u> I am supported to keep in touch with friends and make new ones			
I go out to places with friends			
My friends come to my home They can stay over if I want them to			
I can have a boyfriend or girlfriend			
I am supported to understand about relationships			
I am supported to understand pregnancy and looking after a baby			
I can live with my boyfriend or girlfriend and get married if we want to			
I can go to Gay Bars if I want to			
I can cross-dress if I want to			
I know who I can talk to if I need support with my gender and sexuality			
<u>Staying Healthy</u> I have support to stay			

Subject	Red	Orange	Green
healthy			
I have support to go to health appointments if I need it			
I understand about health and who helps me with my health			
I know who I can talk to if I need support with my gender and sexuality			
I have a health book and understand what is written in it			
I have an annual health check			
I go to Well Persons Clinic and screenings			
I know who I can talk to if I need support with my gender and sexuality			
I have a health book			
I can use my personal budget to try new hobbies and interests			
I go to the same leisure places as everyone else			
<u>My Money</u> I am supported to look after my own money			
I have a bank account and get my money			
I know how to get financial advice			
I know where to go for advice about benefits			
If I need someone to look after my money for me I have regular accessible information about what money I have and how I spend			

Subject	Red	Orange	Green
it			
<u>Buying My Own Services</u> I know about Personal Budgets and have been given information in a way I understand			
I have had a self assessment			
I have chosen how I spend my personal budget			
I can choose a good quality service			
I can have my budget reviewed regularly			
<u>My Home</u> I choose what type of home I wanted to live in			
I know about being able to part-buy and part-rent a home.			
I know who I can ask about this			
<u>Who I live with</u> I can decide if I live with other people or on my own			
I can say if I am unhappy with the people I live with and am listened to.			
I have a key to the front door and my bedroom			
I am asked first before people go in my room			
Staff knock on the door when they come on shift			
My tenancy agreement is in a way that's easy			

Subject	Red	Orange	Green
for me to understand			
I have private space where and when I choose			
I can use the phone without people listening in			
My home is adapted for me			
I choose how the home and my room is decorated			
I choose the things in my home			
I choose how I want the garden			
I choose what I want to eat and drink			
I choose when I want to eat and drink			
I am told why healthy food is good for me			
I can choose what time I get up and what time I go to bed			
I can choose what I want to wear and have support to buy clothes			
I can choose where I go on holiday and have support to go on holiday			
I can choose what I do in the day, evening and at weekends			
I am supported to go out when I want to			
<u>Things I do in my week</u> I take part in activities, day, evening and at weekends			
I can try new activities if I want			

Subject	Red	Orange	Green
I can try risky activities			
The activities I do reflect my cultural needs			
I travel to my activities			
I have support to do voluntary work or paid work			
<u>Being part of my local community</u>			
I know the area I live in and join in activities that go on in my area			
I go to places that everyone else uses, not just places for people with disabilities			
I have services come to my home if I need that			
I am supported to find out about religious and cultural groups in my area, and supported to mix with people from my culture			
I am able to practice my religion			
I am supported to vote, and understand what I am voting for			
Supported to have good relationships with my neighbours			
<u>My Family</u>			
I know if my family want to be involved in my life			
I see my family regularly			
Have a say when my family make decisions			
I keep my family up to date with things about me			
I choose if I want my family involved and this is respected			

Subject	Red	Orange	Green
I can choose to have complimentary therapies			
I can use specialist services if I want			
I can manage my medication and have side effects explained to me			
I lead a healthy lifestyle			
I go to gym or swimming			
Information about my health is in a way that I understand			
If I am not able to make decisions about my health, I can have a special advocate to support me			
<u>My Staff</u> I am involved in interviews for new staff			
I am supported to make a written plan about how I want staff to support me			
Staff work flexibly so they are there when i need them			
I know how I can complain about staff if I am not happy			
I am given plenty of notice if a staff member is going to change unexpectedly			
Staff see me as a person first and my disability, second			
<u>Big Changes in my life</u> I am supported to understand big changes to me or people around me			
I make decisions about			

Subject	Red	Orange	Green
the situation and am involved in making any plans			
I have a will and an "end of life" plan			
I can get outside support if I need it			
I can get palliative care and be involved in planning it			
<u>Short Breaks</u> I choose my short break			
I have a short break plan			
I have a personal budget to pay for my short break			
I can travel to the short break if able			
<u>Residential Short Breaks</u> I can stay in a place I choose			
I can have private space if I want to be on my own			
The place I stay is easy for me to get around			
I have a key to the room I stay in			
I can choose when I get up and go to bed			
I can choose what I want to wear			
I can choose what I eat			
The staff treat me with respect			
<u>Leisure</u> I use the same leisure			

Subject	Red	Orange	Green
places as everyone else			
<u>Domiciliary Care</u> I meet the person who is going to support me before they support me			
The care agency sends the same person each time			
I can change the person if they aren't very good			
I can choose a man or a woman			
The person supports me at times that suit me and my family			
The person understands my communication, my needs and the things I like and don't like			
They get to know me and what I like, and what I don't like			
<u>Personal Care</u> I receive personal care in a way that respects me			
I am supported to say how personal care is done. It is recorded in a private way			
I am supported to be as independent as I can			
The staff understand my personal space and tell me what they are going to do before they do it			
I am supported to have a bath or shower when I choose			
My personal care meets my cultural needs			
It is arranged for me to have staff the same			

Subject	Red	Orange	Green
gender as me, if that's what I choose			

Appendix D - Induction Training Day Agenda



Ice breaker- you have 5 minutes to find out as much as you can about the person sat next to you.



Changing our Lives to present on what an audit is, how they work etc.

(This will give everyone the opportunity to understand the audit model we work to and that it is about people not about services.)



Quality of Life standards quiz!

Everyone will be split into teams with buzzers and there will be prizes.

(The quiz will be based around the Quality of Life standards so that everyone will learn what the standards are and what they mean.)



Lunch



Scenarios

We will give each group some scenarios from audits that we have carried out in the past. The scenarios will have a range of issues and we will ask the group to prioritise which issue they would address first using a traffic light system.



Break



Challenging statements - agree or disagree?

We will give the group a series of challenging statements around people with learning disabilities and they will say if they agree or disagree with them.



Questions



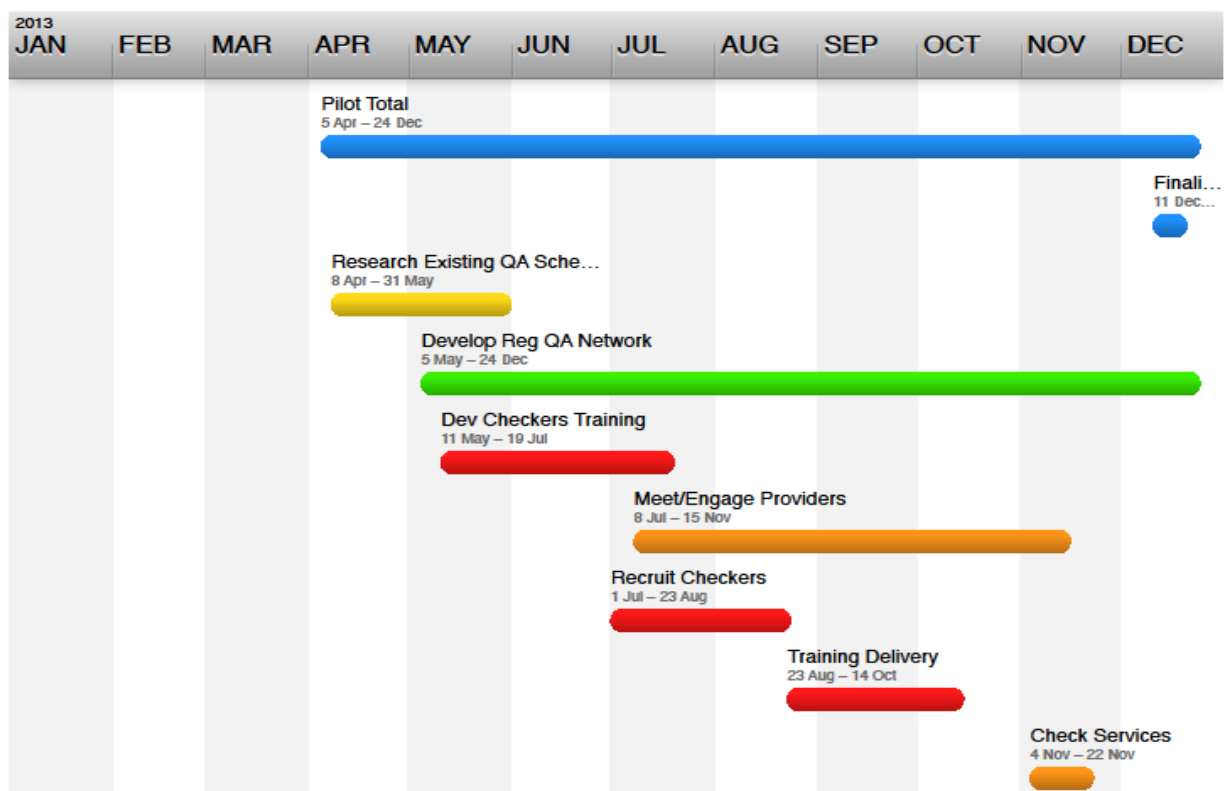
Finish

Appendix E - Learning Log

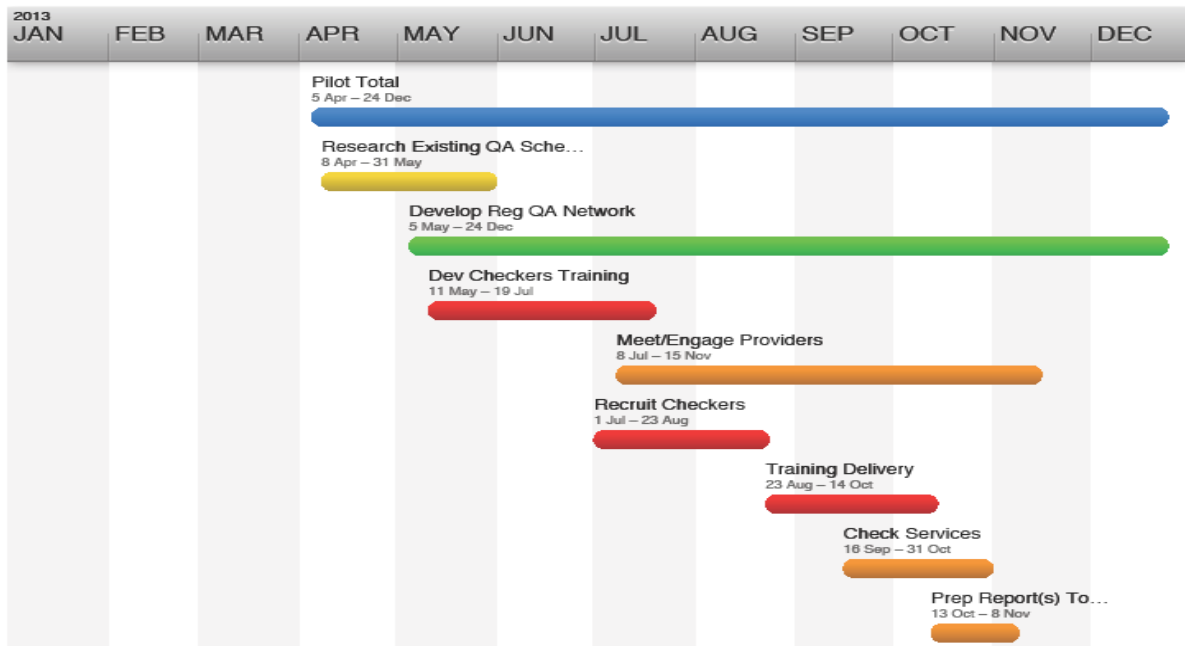
(NB: Entries in each section are in reverse date order)

Project Plan

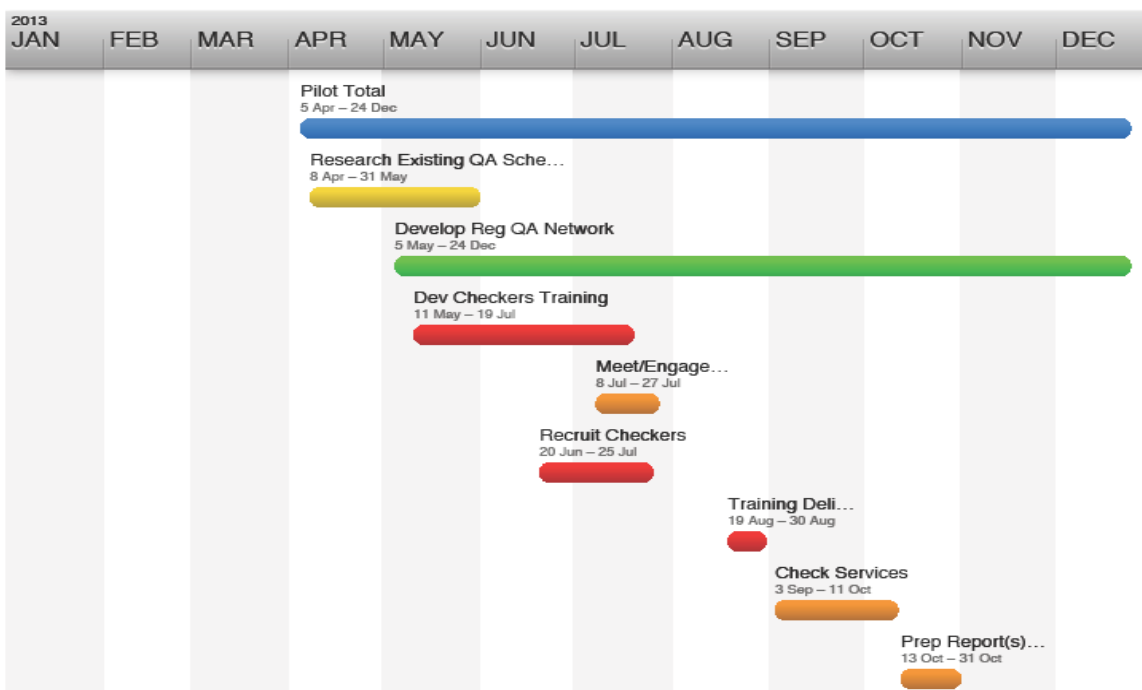
Update 2 December 2013



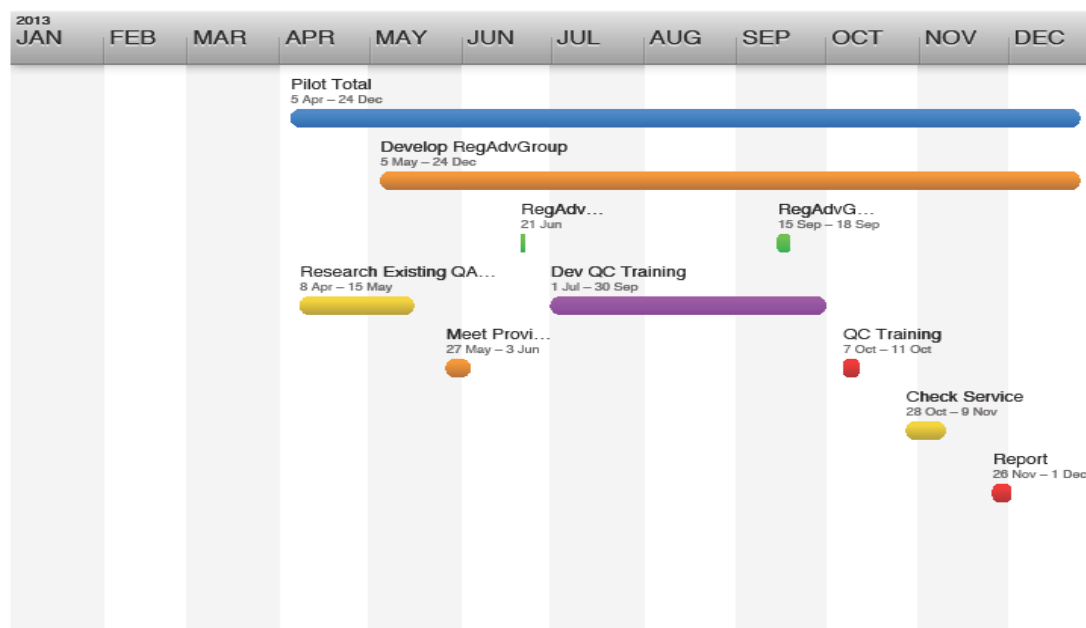
Update 29 August 2013



28 June 2013:



First Draft:



Local Planning and Delivery diary (most recent first)

12th September – Steering meeting held at Nelson Hotel, Norwich

Attendees:

Stephen Rogers
Fred Winterbone
Ian Hubbard
Isla McIntosh
Jo Hough
Roger Morgan
Paul Jackson
Andrew Borrett

Apologies:

Elena Rocchi
Peter de Oude
Nick Reid
Christine MacDonald

Project Progress:

Jo outlined progress on the project so far, using the PowerPoint written for the recent MCN workshop (see attached).

Next steps:

Trainee Checkers will need contacts and clear directions on what to do if they encounter a safeguarding concern. Roger said he would see what was already in place, there may be something already in Easy Read and if not, perhaps Opening Doors could assist/translate.

DBS checks will be required, Stephen confirmed that Norfolk CC will fund these if the cost is not recoverable via other organisations.

Jo reported that the training day currently planned for Oct 14 would be used to collate information for police checks, update Checkers on progress, get some dates from Checkers to co-ordinate their availability for visits with the people who have agreed to be visited, and then look at possible dates for follow up training to address any issues arising from the visits or report-writing. Changing Our Lives have offered to be flexible with further training and/or remote support.

Easy Read Invitation and Consent forms for visits to be sent to Dimensions, so that residents can decide whether they want to be visited. Jo to obtain template from Changing Our Lives.

Roger said he would speak to the other provider proposed at an earlier meeting, Voyage, to ask if they were interested in taking part.

Isla McIntosh reported on the Equal Lives project which is training volunteers for HealthWatch Norfolk to do Enter and View visits. She explained about the progress to date, and clarified that one volunteer is someone with a Learning Disability, Sabrina Bartram, who has also taken part in the Quality Partners project, so she has an overview of both. Jo suggested that this may be useful from the point of view of Norfolk being able to run Train the Trainer type courses for more people in the Quality Partners network to become Checkers.

Jo advised that further steering meetings would be held on an "as needed" basis, due to both budget and time constraints.

Stephen said that he was pleased about our progress and felt that it was a positive piece of work for Norfolk which had a lot of potential for the future.

Jo also informed the group that there is to be a conference on Dec 9th at Newmarket (invitation attached), to celebrate and report back on progress for all the projects in the Learning Disability, Mental Health and Autism Workstream of the East of England Managed Clinical network.

The meeting closed at 1.10pm.

(Proposed meeting on 28th August cancelled, and rescheduled to 12 September.)

19th July - Discussions with Equal Lives about the possibility of joint training have resulted in their decision to go ahead earlier with their first group, so that they can meet their project timescales. They shared their draft training outline, and it was agreed with Opening Doors that the intensity of the draft Enter and View training would probably not be accessible for most people with learning disabilities - the content would need to be simplified and adapted in order to be effective and relevant.

18th July - Steering meeting at the Nelson Premier Inn Hotel, Norwich

Attendees:

Roger
Andrew
Paul
Stephen
Jo
Fred
Ian

Apologies: Elena R, Nick R, Peter dO, Chris MacD, Isla Mcl

Dimensions are on board as providers and their area manager Lucy Campbell will be seeing Stephen in a few weeks.

Jo explained the outline training plan that Changing Our Lives have proposed, with a bigger group being invited to the first training day, and then being pared down to much smaller group that can be brought up to speed quickly so they are available for the pilot visits, but keeping everyone in the bigger group engaged as network members for the longer term.

Roger suggested that we invite another provider on board - Voyage? And perhaps the Dimensions service to be checked could be in the west of the County?

Maybe do re-visits in October, to look at support for different activities/times of day, if time allows.

There was a proposal to arrange a meeting in early-mid November to pull together a final report.

Another steering group mtg was arranged tentatively, if needed, proposed date 28th August.

18th June – second local steering meeting, notes as follows:

Minutes of Norfolk Steering Group Meeting at Ogden Close, Wymondham on 18th June 2013, 3.30-5pm

Attendees:

Paul Jackson, Consultation and Participation Mgr, NCC
Chris Macdonald, Healthwatch Norfolk
Elena Rocchi, Quality Assurance, NCC
Nick Reid, Procurement, NCC
Stephen Rogers, Senior Commissioning Manager, NCC
Andrew Borrett, Opening doors
Fred Winterbone, Opening doors
Ian Hubbard, Opening doors
Ernie Barnes, Family carer

Jo Hough, Project co-ordinator, Inclusion East

Stephen welcomed everyone and we quickly did a round of introductions.

Elena said she would have to leave early for family reasons, so gave her update first. Stephen said we were looking for a steer from the QA team on what the gaps might be, in order for our pilot to complement their work. Elena explained that she had tried to send the regional quality standards by ADASS, which is what the team works to, but got a Mailbox Full message from Jo's address. Jo apologised for this and said the problem should now be resolved. Stephen asked Elena to outline a visit so that we could see if there were any obvious gaps for our quality audits to focus on. Elena said she looks at the main quality standards items eg care plan activities, associated risk assessments then accidents and incidents. Medication records, finances, one month sampling petty cash against shopping receipts and one person's accounts, to see how their money is being used. Communication diaries are checked, to ensure that the comments indicate respect and dignity of the person being supported, and of course policies and procedures are looked at.

Interactions between staff and residents would be an area of interest, which Elena does look at as a matter of course, but is not the main focus of her visits. Approx 50 visits per year are undertaken.

Elena asked could we send any questions to her and keep her informed so that she could offer her comments about our plans.

Stephen said that a copy of an anonymised report would be useful, Elena said that she usually uses the Reach standards as a basis – she will see if she can offer an anonymised report. Elena said that her job has become more focussed on reacting to complaints and issues being raised with the team, rather than doing random sampling as has been done in the past.

Stephen explained that for our pilot, we are not looking at reacting to complaints, but making a positive, pro-active approach to providers, offering them an audit service.

There was a suggestion that maybe we could look at services that Elena has not had reason to visit, which seem to be ticking along quite well?

Chris McDonald - Equal Lives will be doing the recruitment and Enter and View training of volunteers for Healthwatch, the contract has recently been awarded. Volunteers are being recruited, and Healthwatch will be working with Equal Lives to look at criteria for the visits. If we are aiming at the same timescales for the training, it could be very complementary – the deadlines are similar. Chris agreed to send Jo the email details of the person leading the project at Equal Lives.

Regarding engagement with providers, Nick is looking at possible meetings that are already scheduled with providers, to make the offer of quality audits. Nick also wonders if there are any plans to look at providers who are developing new schemes, and perhaps helping them with establishing the objectives that matter most to people? Meeting with Dimensions on 8th July is planned, and with a new lead person in post, could be a good time to look at new ways of developing services.

Development of training - Paul is interested in this, having been involved in training vulnerable young people to carry out inspections.

Jo reported that Changing Our Lives in West Midlands has offered their support/ help with training, they have ten years' experience of quality auditing, and have just developed and published the Quality of (correction:)Health standards for the Department of Health, now drafting Quality of Life standards. Jo's bid to Skills for Care for more funding for the training was unsuccessful, and Jo has asked for feedback to find out why.

Paul asked what the PR angles would be, Jo said regionally the co-production angles are unique, and the shared learning. From Norfolk point of view, the project is showcasing integrated working, in that it is being regionally funded via health, but has a clear social care focus at the local level. We believe that the project is unique in being directed by a user- and family-led community interest company that has a regional reach. We believe the pro-active approach to achieving quality using peer-checkers who are independent of local authorities and providers is unique at least for the East of England.

Next steps – Stephen asked that we tighten up on project timings due to the very short timescales, and get the updated timeline out again as soon as possible. Jo said that the first regional meeting on Friday 21st June would help to achieve this.

Date and time for next meeting was agreed – 18th July, 1.30-3pm – venue to be advised.

The meeting closed just after 5pm.

21st May - First local Steering meeting was held, notes as follows:

First Local steering meeting held at Ogden Court, Wymondham, Norfolk on 21st May 2013, 3.30 – 5pm

Attendees:

Elena Rocchi, Norfolk CC Quality Assurance
Peter de Oude, Norfolk CC Participation and Engagement
Roger Morgan, Norfolk CC Quality Assurance
Alex Stewart, Healthwatch (Norfolk, Suffolk & Cambs)
Stephen Rogers, Norfolk CC Learning Disabilities Commissioner (chair)
Paul Jackson, Norfolk CC
Ian Hubbard, Opening Doors
Fred Winterbone, Opening Doors
Andrew Borrett, Opening Doors
Jo Hough, Inclusion East CIC project lead (taking notes)

Jo gave some background info about the project and what had been done so far, and described the Terms of Reference for the project:

- Locally - To pilot a Quality Assurance process led by self-advocates and family carers, looking at one or two supported living services. All agreed it needs to focus on aspects not already covered by CQC inspections, and questions must be very

tightly framed to ensure that the checking has an obvious purpose that is useful to all stakeholders.

- Regionally – to offer input via an Advisory Group to share QA ideas & innovations and to record actions and progress as a learning log of the Norfolk local pilot process, including what works and doesn't work, with interested parties and stakeholders in other local areas around the region.
- To assess the feasibility/appetite for future long-term development and sustainability of an independent regional quality-checking body/team employing people with learning disabilities, perhaps as a social enterprise.

Healthwatch input/background:

Alex is the newly appointed Lead for sub-region of Norfolk, Suffolk and Cambridgeshire. Maybe options to link up with Healthwatch project for enter and view training - explore?

Norfolk CC Quality Assurance team input/background:

Norfolk has 260 supported living schemes, 700 tenants, 15 orgs, 5 or 6 have major share. All have quality monitoring services. Some with service user involvement. Concerned about too many visits happening, for people in their own homes. Agree that quality monitoring of supported living schemes is an issue.

Stakeholders and engaging with providers:

Stephen, Elena and Roger to look at engagement poss with Hilton? Jo proposed saffron but they are housing? Further dialogue needed with providers.

Scope/focus of quality checks:

Roger asked what aspect(s) of supported living should be the focus. Stephen suggested that Roger and Elena offer ideas on this. All agreed that quality is very variable, can be subjective, and usually depends on the people leading the teams etc.

Steering group membership:

All will continue except Paul Jackson (staying on distribution), Roger and Elena will cover meetings between them

Developing Training and Selecting Checkers:

To be discussed at next meeting

Matters to keep in mind:

- Quality of training needs to be very high to ensure credibility – true for providers being checked, and for people training to be checkers.
- Think about next Budget round – finance planning will start in September

Actions:

1. Elena & Roger to give gap analysis for quality checking, and circulate tools currently used regionally for QA.

2. Dimensions and Opening Doors already doing some QA, Ian Hubbard to informally research local experience and let us know. Alex asked for this not to be Norwich-centric.
3. Proposed Reps for Quality Partners Regional Advisory Group: Stephen, Roger, Andrew, Alex
4. Jo to circulate the draft project plan and Regional Advisory group meeting dates. Next Local Steering group – 18th June 2013 at Ogden Close, Wymondham, 3.30-5pm.

-----End-----

Regional Planning and Delivery diary (most recent entry first)

17th November – second visit to Supported Living Resident in Hemsby

15th November -first visit to Supported Living resident in Hemsby

Wed. 13th November – second visit to Supported Living Resident in Norwich

Sun 10th November – first visit to Supported Living Resident in Norwich

7th November – final dates agreed for visits

31st October – DBS checks received

17th October - quality checkers asked for their availability up to mid November, and based on their replies checkers were split into two teams. It was quite a challenge to find dates when all checkers could be available at relatively short notice, but we were able to offer 5 options to each of the people who had consented to visits. It was agreed that the same team should visit each person twice, to build rapport and ensure continuity with each person.

14th October – consent forms received from 2 residents via Provider Area Manager

10th October – Issues with consistency of John Donnelly's support arose, and we decided that Jo Hough would act as his support for the visits, as the only other option was to involve a new supporter with no training in the Quality of Life Standards. It was deemed necessary for the quality of our project to only have supporters who had completed both training days.

3rd October – Accessible consent forms sent to Provider Area Manager

18th September –Regional Advisory Group Meeting held at Cambridge Professional Development Centre, Trumpington, Cambridge

17th September – due to issues with availability of consistent support for Ian Culverhouse, it was decided with Ian's agreement that he should withdraw from the team.

11th September

Quality Partners Training delivered by Changing Our Lives

Ruth and Claire from Changing Our Lives came to Milton Country Park and delivered a full day of training based on measuring quality using the Quality of Life standards, They explained the planning and preparation needed for visits, confidentiality, consent, how to start productive conversations, the roles of people on the checking team, and how to report back in positive ways.

All the checkers and their supporters were nervous about doing the actual visits, but felt that they had been given enough information to make a good first attempt.

It was agreed that Changing Our Lives would share with us their Easy Read Consent document, which explains what happens during a visit, and asks people to give their consent for visits (see Appendix C).

5th September – Jo met with the Area Manager for the Provider, and discussed how we could arrange Quality of Life Audits with a couple of people who use their services. Jo agreed to provide an Easy Read intro to the project and the audit visits, and the manager said she could take this to their residents' reference group meeting on 19th September.

4th September – Final Selection of small group of trainee checkers for pilot visits

The following people were selected:

Sabrina Bartram (Norfolk, Ian Hubbard supporting)
Ian Culverhouse (Cambs, supporter tba)
John Donnelly (Peterborough, supporter tba)
Matt Howard (Peterborough, Angie supporting)
Christian Raphael (Cambs, Matt and Lynn supporting)
John Stevens (Suffolk)

We had hoped that another family carer from Bedfordshire could also take part, but this was not possible due to holidays already booked.

23rd August – Regional Quality of Life Training induction day

The training day was held at Stansted Airport Holiday Inn Express, and involved 50 people.

Here is what the outline of the day looked like:

Here is a link to the report of the day on the Changing Our Lives website (scroll down in the web-page to see the report): <http://changingourlives.org/index.php/what-we-do/our-workstreams/quality-of-life-audit-team>

24th July - Quality Partners Regional Advisory Group - Selection Sub-team Meeting

Attendees:

Anne Webster, Vicki Raphael, Jo Houg, Ian Hubbard, Fred Winterbone, Lorraine Williamson, Matt Howard, Angie (PA)

The main purpose of this meeting was to look at all the applications for the Quality Checking Training. There was a good range of people with learning disabilities and family carers, and there was at least one application from every local area. We had originally said that we wanted to choose just 2 people from each local area for the first training session. However it was extremely difficult to make choices based on the paperwork alone.

Instead, we decided to hold a bigger Induction Day, where Changing Our Lives would give everyone the basic information about the Quality of Life standards, and we would find out how much people already know about Quality checking. We asked Changing Our Lives to help us choose 6 people from the Induction Day to do the full Quality Checking training, as they could be completely objective. We also thought this would be a good time to ask people if they want to be members of a Regional Quality Partners Network.

After deciding to hold the bigger Induction Day, we agreed it would have to be limited to a total of 50 people including supporters. Following discussions with Advisory Group members from Norfolk, it was agreed that only a small number of Norfolk applicants would attend the Induction Day, in order to keep a regional balance, and in consideration of the travel and support costs involved. At the end of the meeting, Anne Webster kindly offered to get the flipcharts typed up. A summary of the applications is below:

COUNTY	SELF ADVOCATE	FAMILY CARER
Norfolk	13	0
Suffolk	2	3
Cambs	2	2
Luton	1	1
Thurrock	1	1
Herts	2	1
Essex	0	1
Beds	1	0
Peterborough	2	2
TOTAL	24 (49 inc support)	11

The meeting closed at 3pm.

8th July - Training Application Form distributed with a deadline of 23rd July for returns (double-click below to see all pages of the PDF in Adobe Reader:



Quality Checking Training Application Form



We will be running a short training course from mid-August on Quality Checking. People with learning disabilities and family carers will be trained together.

We want to know if you are interested in being trained, and becoming a member of the regional independent Quality Checking Group.



For this first training course, we will be choosing 2 people from each county area. This is to make sure we can cover the whole of the Eastern region.



The training will be free to participants. You will be able to claim expenses if your group, company or local authority are not offering to pay these.



If you don't get onto the first training course, you can ask to be put on a waiting list for the next time.



Please fill in this form if you are interested in the training. All applications must be returned by 1pm on Tuesday 23rd July.

21st June Regional Advisory Group meeting notes:

Attendees:

Sam Revill (Healthwatch Norfolk)
Mark Crawley (Suffolk CC commissioner - arrived at 1.45pm)
Jan Gates (Hertfordshire CC Commissioner)
Rhonda Wooten (Southend/Reginal, Managed Clinical network co-ord)
Vicki Raphael (Inclusion East Dir, Cambs family carer)
Helen Daly (Inclusion East Dir, Pboro family carer)
Chewy (Jonathan Chew) (ACE Suffolk)
James Dickson (ACE Suffolk self-advocate)
Richard King (James's PA)
Lee McManus (Cambs CC LD commissioner)

Ian Hubbard (Opening Doors Norfolk)
Fred Winterbone (Opening Doors Norfolk self-advocate)
Matt Howard (Inclusion East Dir, Pboro self-advocate)
Angie (Matt's PA)
Lorraine Williamson (Inc East Assoc., Cambs family carer)
Jo Hough (Inclusion East Dir, Herts family carer)

Apologies:

Anne Webster (HPFT), Gerry Toplis (Consultant to East of England Managed Clinical Network), Neil Woodbridge (Thurrock Lifestyle Solutions), Stephen Rogers (Norfolk CC commissioner), Elena Rocchi (Norfolk CC Quality Assurance), Alex Morris (North Herts People First), Caroline Dollery (East of England Managed Clinical Network lead), Marek Zamborsky (Bedfordshire CC), Catherine Wilson (Thurrock CC);

Jo described the project so far (NB: double click below to view all slides in Powerpoint presented at Norfolk Partnership Board).



Quality Checking



Jo also added a few recent developments. These are:

- a) we have set up the regional steering group in Norfolk and it is working very well,
- b) we have talked about quality checking training to a number of use-led organisations and Changing Our Lives seem to have lots of experience – over 10 years of quality auditing experience;
- c) Jo tried putting in a bid to Skills for Care ULO training fund to increase the budget and to enable more intensive and broader training to be delivered, but this has been unsuccessful.

Jo said the idea for the pilot is that these quality checks are not inspection visits or paperwork-checks, but fill a gap in looking at snapshots of individual experiences of supported living, and finding out how these can be of use to everyone - other people in

supported living, service providers, and commissioners. We need to come from a positive perspective, i.e. what is already good, and what can be improved?

Jo explained that the aim of this first regional meeting was to plan the regional part of the project, making sure all areas get a say in what they wanted. We decided on our priorities for today:

- What is quality?
- Training - who; how; when; where and what would it be?
- What meetings we need – we have 18th September for another meeting of the whole group but it is too far away for the training to be planned.
- What we want to learn from the project

What is Quality?

Everyone wanted to make sure we know what quality means, so we did some group work, which produced the following comments. (Note that where people talked about Carers, the word “care-workers” has been substituted below, as we assumed that the reference was to paid support and care staff, rather than Family Carers)

Quality means:

- Your personal information is private
- You don't get told off - some care-workers don't listen enough People who speak on your behalf are honest.
- What anyone else would expect! Should be what you are used to...
- Care-workers respect other people
- Giving choice, doing what people want
- You are respected as an individual, not just because you have support needs
- A 'special' experience
- Time and patience
- People listen to you
- Makes you proud and happy
- Care-workers get training about respect and listening properly People are valued
- Not everything needs to be done, answered or spoken for you, instead of by you.
- A big dream is that Quality is seen as “quality of life”, and is everyone's responsibility, from window cleaners to taxi drivers to hairdressers, everyone noticing whether someone's life is good, or not!
- Average doesn't equal excellent - minimum standards aren't good enough
- Drill down to the detail regarding evaluating people's care plans - who owns the plan?
- People's real experiences being heard, and their questions being answered (e.g. Fred's question for SAF validation, Sara's story etc)
- Having choice, and when things aren't possible, getting explanations such as there's not enough money, not just "no you can't"
- What the person using the service thinks is good, not what the provider thinks! Who is in control? People might not want to talk about their support, may feel worried about "comeback" if they complain. Peer checking has been seen to make people feel more at ease with raising issues.

- Asking the right questions in the right way, open questions that lead to more discussion (not just ticking a box), e.g. What real choices are made and what is in a plan that is important to that person.
- Plans should indicate quality, by showing that lots of questions have been asked.
- Tenancy rights - have they been explained, are they being broken?
- Comes from lots of different directions; what friends and circle members think, what the standards are, a combination.
- Using eyes and ears, not just talking to paid staff.
- Real relationships are encouraged, not just with paid people.
- Being happy
- Choosing and having choices, changing what is out there
- The right support for each person
- Not having to fit into the system (e.g. Staff rota etc) or fit into someone else's ideas of what the tick box should be.
- Enabling people to be in charge of their choices and lives.
- Respectful and mindful
- Being allowed to be you
- Being safe and still taking some risks

Why do we want quality?

To improve people's lives

Because people and their families are the experts in what they need and want in their lives

Sharing ideas

Raising aspirations

Trying new things

(Mention the drawing of the system being a straight line, and someone's life being a very free curving looping line! - can they fit?) see pics.

Training

We had to be very focussed about this and we realised quite quickly that we will have to speak to an experienced organisation about what we need.

At this point, Jo mentioned the Gloucester model that our idea had been based upon, and asked Vicki to summarise:

360-degree checking in Gloucester involves self advocates doing checks, including night time checking, and also includes questionnaires sent to everyone in the social/ local circle around a person (thus person-centred, not service centred). Telephone calls are used to follow up if questionnaires aren't returned. Local Drama group also sits alongside and uses anonymised version of some of the checkers experiences, taking short pieces to conferences and boards. The commissioners have learned, by collating and analysing the results of the surveys and checks, that one of the biggest problems for people is isolation, so they have commissioned a community building service to enable people to develop wider friendship groups and to access more community activities.

This scheme had buy-in from all stakeholders, and that's why it worked so well. It has recently been funded for a further two years because it gives so much added value.

Who

Question: do you check your own area or another area?

Answer: the vision is that if we have a regional group, then people can decide for themselves where they do the checking, in or out of area, and there will be other people to cover the areas they don't.

Family Carers should be those who have served on partnership boards or had other positive links with Valuing People. Self-advocates and people with an interest in, or actually living in, supported living or other community services.

Is 2 checkers per local authority enough, and what proportion of them should be family carers? A third max family carers was thought reasonable. Family carer involvement could be around the questions people are asked during checks. What about support staff? If they are there to support the checker with day-to-day care needs, they should already be being paid. What about if they are there particularly because of the activity itself? Should they be seen as trainee checkers too? Needs further discussion!

Need to think about whether people could help train more people to be checkers in their area - planning for the future.

Jo said that this is a pilot, something we haven't done this way before, so we can't know how everything will work in advance, we need to try things and learn as we go along.

How / What

Options are - use local self advocacy groups' knowledge to train people? Ask Gloucestershire to come and help? Ask Changing Our Lives? They have offered! Ask Inclusion North to do training needs analysis? Do three days of training so it covers everything, then if people get difficult things said to them, they know what to do. Do we ask groups to nominate or invite people to apply to be trained? Funding for transport and support? Commissioners in Suffolk and Herts thought they could help with this: ballpark £1000 for two people? Role plays as part of training.

Are checkers volunteers or paid?

Jo to check with Stephen for the Norfolk pilot. For now, set an ambition to be paid.

Jo asked if people would see the training as something that they are getting for free which could be of value to them and/or their organisation, or do they see it as something they should be paid to do?

Agreed that the aim would be to pay people to do the actual quality checks as this is work, whereas training is something most people have to pay for unless their employer offers it.

People need to know that they might be doing checks in the evenings - this is when most people will be at home to talk to! Need to ask people what days and times are good for them and people will need to commit to doing the work instead of another activity. There

needs to be someone local to report to, if there is a safeguarding issue, and checkers need to be very aware of what should be reported.

Our £12K budget limits what we can do, but let's make the training worthwhile.

Recruiting people as checkers - can we use any existing application forms and adapt them? Will people have the support they need, eg do they have a particular person in mind - need to ask this on their applications! May mean increased numbers.

ACE offered to try to get application docs sorted with Opening Doors input, (Jo to send an outline) and then forward to Herts, And Thurrock so they can ask any other questions.

Need to explain the benefits of sending people on the training to get regional buy-in., eg prep and validation of SAF info, people understanding what they are aiming for.

When

The sooner the better - need at least a month to recruit people, and this puts us into holiday time before we can deliver the training. Link up with Healthwatch Norfolk and Equal Lives Enter and View training if poss? Can we get application details out in Easy Read by the end of next week, then do selections in late July, and have training ready by mid August, if Changing Our Lives are available then? All will try given it is very tight timing but Jo to email and ask them by Monday.

What do we want to learn

This needs to be covered properly in another meeting! Will come out of the project slowly, as people meet barriers and issues. One is whether support staff are part of training, and of checking team, or not? May learn about how to support people to do checks? Who will do counselling/supervision/co-ordination of checkers? Will local areas cascade training? Also what will providers want /expect from the pilot? Local meeting in July in Norfolk with a large provider might help us with this.

Pledges for commitment and support

Jo explained that she was hoping people/groups/commissioners would be able to offer something they will do in exchange for the learning from this pilot, and Opening Doors suggested we could make pledges of skills and resources.

Pledges offered so far:

Opening Doors: Easy Read for £35 hour negotiable! Meeting room at Nelson pub (public) or room at Norwich Fire Station. Space in Newsletter to advertise project. Knowledge of people's availability and relevant skills/interest. Film making.

ACE: Easy Read and great graphics design, Film Making, can also do the application forms with Max, a young graphics person they have temporarily.

Actions and Next steps:

Contact Changing Our Lives - Jo

Find meeting room (in Cambridge Professional Development Centre?) on 24th July – Lee McManus / Jo

Prepare outline info for applications and send to ACE, copy Chewy and Hilda, by Monday - Jo

Prepare applications and forward drafts to the group, for review by us and also by members of Opening Doors, ACE, Thurrock Lifestyle Solutions, and North Herts People First - Chewy/ ACE

Finalise forms by Thursday 27th June - ACE/Opening Doors/Thurrock Lifestyles Solutions/ North Herts People First/ Inclusion East

Distribute applications on Friday afternoon via ALL our contacts, so everyone hears about the project, regardless of whether they are attending these meetings! (Need applications back by 27 July.) ALL

Next meetings:

July 24th for Training arrangements, 18th September for next Progress meeting.

Jo thanked everyone for coming so far and working so hard, and offered travel expenses. Meeting closed slightly late at 3.20.

(End of notes)

11th June – Venue identified for 21st June meeting – Holiday Inn Express Stansted.

6th June – Jo submitted a bid to Skills for Care to fund a training needs analysis, plus development and delivery of Quality Checkers training – estimated 3 day course needed.

Dates identified for Regional Advisory Group meetings. Venue for June date is an issue.

May

Admin/co-ord support still to be identified...

Some capacity issues addressed – links made with local delivery partners such as Opening Doors, Partners in Policymaking Graduates, etc.

Engagement sought among commissioners across the region – intermittent expressions of new interest were received, gradually growing the potential size of the regional advisory group, after the bidding deadline.

Official announcement/introduction made at Norfolk Learning Disability Partnership Board about the Supported Living Quality Checking Pilot for the Managed Clinical Network.

Project Budget from Managed Clinical Network agreed - £12K

April

Initial informal meeting held with Stephen Rogers and further meetings planned. Decision to keep the plans very basic and fluid until Local Steering group and Regional Advisory Group can meet for the first time – co-production!

Request made for paid admin support position.

Decision made about the local area to be focus for pilot - Norfolk.

Ideas from bids collected and discussed by Gerry Toplis, Anne Webster, Jo Hough, Helen Daly and Vicki Raphael.

March

Invitation made at Regional LD Commissioners Meeting for bid ideas for local QA pilot work.

Scope and Aims of Quality Assurance workstream defined.

Inclusion East CIC invited to lead.

Quality Assurance identified as a regional priority by East of England Managed Clinical Network Board

Appendix F - Desk-based Research of Existing Quality Checking Tools, Standards and Schemes (as at April 2013)

New Key Quality checking: <http://newkey.ab-hosting5.co.uk/quality-checkers.php>

Cornwall People First Quality checkers (long-listed for DH Good Practice report):
http://www.cornwallpeoplefirst.com/projects/quality_checkers

Gloucestershire Voices Quality Checkers:

<https://www.dropbox.com/s/vp0h1dsy3c03jw2/Gloucestershire%20Voices%20Quality%20Checkers%20Presentation.pdf>

Reach Standards: <http://www.personalisedsupport.co.uk/ui/content/content.aspx?ID=465>

Changing Our Lives Quality of Life audit methods:

<http://changingourlives.org/index.php/what-we-do/our-workstreams/making-our-voices-heard/item/69-quality-of-life-audit-team>

NHS Institute - Productive Care 15Steps Challenge

<http://www.institute.nhs.uk/productives/15stepschallenge/15stepschallenge.html>

Q-kit Tool from SouthDown Housing:

<http://stayuplate.org/projects/the-q-kit>

Driving Up Quality Alliance – Draft Code (in development):

<https://www.dropbox.com/s/eorepci4tertxvd/Driving%20Up%20Quality%20Code%20draft%206.pdf>

Think Local Act Personal Quality documents:

http://www.thinklocalactpersonal.org.uk/library/NMDF/TLAP_Quality_assurance_survey_2012_LD.pdf

<http://www.thinklocalactpersonal.org.uk/library/NMDF/DrivingUpQualityASCfinal.pdf>

http://www.thinklocalactpersonal.org.uk/library/TLAP_Who_is_responsible_WEB.pdf

http://www.thinklocalactpersonal.org.uk/library/TLAP_What_is_quality_WEB.pdf

NDTi Real Tenancy Test:

https://www.dropbox.com/s/pf6qcgnghe250gd/The_Real_Tenancy_Test%2C_NDTi_September_20101.pdf

NDTi Housing Brokerage Evaluation Essex

http://www.ndti.org.uk/uploads/files/LD_Housing_Brokerage_evaluation_ECC_final.pdf

Quality Network Sutton:

<https://www.dropbox.com/s/sc0epb6t1icucse/Quality%20Network%20Sutton.pdf>