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To: Adult Social Services Policy Overview and Scrutiny Committee –
16 November 2010

Subject: **A NEW SERVICE MODEL FOR THE RE-PROVISION OF DAY
ACTIVITIES FOR PEOPLE WITH A LEARNING DISABILITY IN
THE ASHFORD DISTRICT**

Classification: Unrestricted

Summary: A report on the outcome of consultation on the future service model for Ashford, seeking approval to proceed on a phased basis.

Background

1. (1) Kent County Council's (KCC) modernisation of Day Services for Adults with Learning Disabilities is an integral part of the transformation towards more personalised services reflecting the vision and strategy contained within "Valuing People Now" White Paper (January 2009) and KCC's "Active Lives". This is being underpinned by the "The Good Day Programme – Better Days for People with Learning Disabilities across Kent", Which will ensure people have a wider range of choice, more control and equality of opportunity so that they may lead a full and meaningful person centred life.

(2) This report outlines a new service model for the future of day services currently provided from Ashford Day Opportunities Service (DOS), Tenterden Satellite, Wood 'n' Ware and within the Ashford district. This follows extensive consultation with people who use the service, family carers, staff working within the in-house services and other stakeholders.

(3) Ashford DOS was built more than 40 years ago and is a very large building which in recent times has become increasingly less used, as more people continue to access activities and facilities within the community.

(4) Tenterden satellite started in March 2007, it is currently based at St Johns Ambulance Hall, Beachy Path. This is a small building and is used to provide a local base for 2 days a week, where people with a learning disability can access other facilities within the community.

(5) Wood 'n' Ware in Ashford was based at Ashford DOS but moved in August 2007 to a specialist industrial unit, to become an enterprise hub producing wooden garden products. It has an inclusive approach providing therapeutic work for adults with a learning disability.

Current Situation

2. (1) Out of 395 people known to the Ashford Integrated Adult Learning Disability Team 75 people use the in house day services.

(2) Ashford DOS - this currently has a Service Level Agreement (SLA) for 50, previously reduced from 90 people, currently 57 people attend in total, with a daily average of 37.

(3) Tenterden Satellite – Operates 2 days per week. Figures are incorporated within the Ashford DOS SLA, currently 9 people attend in total, with a daily average of 6.

(4) Wood N Ware - this has an SLA for 15 people, currently 16 people attend in total, with a daily average attendance of 10.

(5) Private & Voluntary Sector - there is a flourishing sector (see table below) within the Ashford district offering a wide range of services and good potential for future service development and partnerships. Many of these are accessed using Direct Payments and / or the Kent Card, which works like a Debit or Visa card, by enabling people to pay for services using funds supplied by KCC. Further details are available from the information points within existing day services and at:

http://www.kent.gov.uk/adult_social_services/your_social_services/your_money/direct_payments/receiving_a_direct_payment.aspx

Private and Voluntary Providers include:

- Karoben
- Canterbury Oast Trust
- Life Skills (Folkestone)
- Martello (Folkestone)
- Aartvark
- Body and Mind
- Tenterden Disabled in Action (Tenterden Age Concern Building)
- Ashford L D Community Interest Company
- Kent Autistic Trust (Manor House)
- Shaw Trust (Employment Support)

Formal Consultation

Process

3. (1) A 10-week period of formal consultation in relation to the 'Procedure for Consultation on the Modernisation / Variation or Closure of Establishments and Services in the Adult Services Directorate' for day services in Ashford was invoked in September 2008. A series of consultation events were arranged as detailed in Appendix 4.

(2) The consultation process was extended firstly as a direct response to important issues raised by those who have involvement with the current in-house services and also to allow the Cabinet Member to have time to meet with and discuss the proposals with the stakeholders.

Outcomes

4. (1) A consultation survey (designed by people who attend services) formed part of the consultation process and this was issued to people who use the services, family carers and other stakeholders. This was published on the Kent.gov.uk website to encourage people to respond. In all 80 out of a possible 200 replied.

(2) Support from Independent Advocacy and a Speech & Language Therapist showed that people, including those with profound multiple learning disabilities need to actually experience new activities and services to be able to make an informed choice.

(3) A key finding was that people with a learning disability and their family carers value the work carried out at Ashford DOS.

(4) People with a learning disability value their friendships, relationships and the support they receive from staff. They enjoy the increasing range of community based activities.

(5) Family / carers highlighted the importance of the respite that day services provides for them and of having a base(s) where people can meet together with their friends when they are not taking part in other activities.

(6) A key priority on the part of all family carers was to ensure the safety of their loved ones.

(7) Family Carers were asking for more information on direct payments, personal budgets and the new Ashford Gateway Plus. A series of workshops were arranged to facilitate this.

(8) The Ashford District Partnership Group gave a voice to a wider representation of people with an interest in the consultation. In general positive support was given to both existing services and continuing plans to provide a wider range of new services.

(9) Staff, Family Carers and one service user visited Durham to see how they have developed their services. Feedback from this visit has been part of the consultation process and this has helped people to consider different options. Family Carers were positive and they presented their findings to the Ashford District Partnership Group.

(10) The above outcomes and other concerns raised during consultation are detailed in Appendix 2.

(11) Following additional workshops and meetings with family carers the new service model has been refined (see Appendices 3 and 4). This will include; dedicated space within community developments located within the borough of Ashford.

The New Service Model

5. (1) The principles for the new service model are to develop services which will enable people to:

- Choose what they do during days, evenings and weekends
- Have the right flexible support
- Be equal citizens in their community
- Have opportunities to lead a full and meaningful life.

(2) The above will be achieved by:

- Ensuring people have a person centred plan with a support plan
- Supporting the family carers in their important caring role
- Providing short term breaks for people with learning disabilities
- Being part of the local community
- Working together across different agencies and services
- Access to training and work opportunities
- Making the best use of resources, through self directed support, direct payments and personal budgets moving from block purchased, segregated building based services towards individually purchased services, which are an integral part of the community
- Dedicated project management to ensure new services are delivered
- Good co-ordination to ensure access to personalised services, which will be effectively monitored.

(3) The key components for the new service model are that:

- Every individual will have a Person-Centred Plan, which will have been made co-operatively with their circle of support; this may include family, friends, and other supporters.
- Everybody will be able to see how much money they can spend on day services from their personal budget. They will be able to choose and buy services directly, using Direct Payments and the Kent Card, alternatively people can ask KCC to continue to purchase services on an individual basis.
- The in-house day services, which are very much valued by students and family carers, will undergo radical transformation.
 - The Ashford DOS site will be used to provide 11 'Move On' apartments under the 'Excellent Homes for All' scheme, which are being planned for completion by 2013 and may include people with a learning disability. The KASS Ashford In House Day Service will be replaced over time by new services including resources to be known as "Community Hubs". These will be at Ashford Gateway Plus, and the Stour Leisure Centre where facilities will include a changing place and be fully accessible to people with complex needs. In addition the existing Tenterden Satellite at St John's Hall, Tenterden will continue to operate. Ashford DOS will remain open until these new services are in place.

- Wood N Ware in Ashford is an existing service providing therapeutic work opportunities. The future of which needs to be explored in terms of its social enterprise potential.
- A range of additional services will be made available as part of the new service design. This will include improvements to access and equipment working in partnership with Leisure centres, Youth Services and Tenterden Gateway, resulting in greater access to community facilities including work, health, leisure and sport.

(4) Details of the new service model are outlined in Appendix 3 and pictorially in Appendix 4, which shows:

- The new service model will present considerable opportunities for people with learning disabilities living in the Ashford district. The model itself has been developed and refined with the full involvement of people with a learning disability, staff and family carers, including the Ashford Mencap Group.

(5) We will know that, we have succeeded when people are able to achieve the following standards:

- Have access to good quality information in an appropriate format
- Are choosing their preferred activities and any necessary support required
- Are able to travel to the places they want to go when they want to
- Can follow / take part in their chosen leisure and sport activities
- Can access community facilities used by other non disabled members of the community
- Have opportunities to run their own services
- Have opportunity to work and access appropriate training activities
- Seek employment opportunities as appropriate.
- When people who use services tell us they are having a good day

(6) Delivery of the new service model, if approved will be as follows

- By spring 2011 - Establishment of Community Hub at the Stour Leisure Centre
- By summer 2011 - Ashford Gateway Plus – Community Hub Established
- By autumn 2011 – Ashford DOS will close

Funding

Capital Works

6. (1) The projects below are to be funded as shown in the table below to pay for the construction or adaptation of buildings for new services.. The Ashford DOS site will be used under the 'Excellent Homes for All' scheme with a Registered Social Landlord who has a Charitable status to provide 11 'Move On' apartments for vulnerable people, which may include people with a learning disability. In return the KASS Area Capital fund receives the amount of £500,000 which will be the contribution towards the Ashford Gateway Plus, including the Community Hub for adults with a learning disability. The capital investment into the community hubs listed in the table below will include dedicated space for KASS and will include changing places facilities and other improvements to

enable access for all. Developer contributions are also being used to support KASS developments.

Income / Source of Funds	Amount
KASS Area Capital fund (NB. all client groups)	500,000
Learning Disability Development Fund (LDDF)	62,000
Good Day Programme Capital	200,000
Developer Contributions	43,000
Total	805,000
Project Expenditure	Amount
Contribution to Ashford Gateway Plus (NB. all client groups)	500,000
New facilities at the Stour Leisure Centre – Community Hub	105,000
Adaptations to a variety of existing and developing community facilities as outlined in Appendices 3 and 4	200,000
Proposals to date	805,000
Total	805,000

Revenue

Current Arrangements

7. (1) The day centre budgets for 2009-10 Ashford DOS (including Tenterden Satellite) and Wood N Ware are shown below by budget categories. In practice service-users require levels of support which can vary from a staff member working one-to-one with a single user to one staff member looking after a group of ten or more. The number of users eligible to attend exceeds the average attendance, and the number of days a user attends per week can vary between one and five.

Ashford DOS	
Staff	465,300
Premises	44,855
Supplies & Services	37,318
Transport	39,961
Sales and Letting Income	-20,622
Net budget	566,812

Wood N Ware	
Staff	69,950
Premises	26,858
Supplies & Services	8,350
Transport	0
Sales and Letting Income	-5,994
Net budget	99,164

Proposed arrangements

8. (1) The proposed day service model somewhat resembles a community support service in that qualified staff members accompany the service users in various activities in community settings, while the more dependent may need slightly higher staffing ratios. Some may become more independent over time, as they become more confident, develop more natural supports and social networks. KASS do not expect any reductions in staffing levels as we move from the existing to the new service model. The costs associated with the day to day running of community hubs would be incrementally transferred over time from the existing revenue associated with Ashford DOS. Personal budgets with the option of direct payments and the Kent Card will enable service users and their families to have more choice and control. The use of Community Hubs will enable easier access to a wider range of activities than at present and for more varied periods of time, for example, in the evenings and at week-ends.

Staff / Personnel and Training Implications

9. (1) Meetings have been held with staff and trade union representatives, initially they expressed concerns around future job roles, redeployment opportunities, pay, contracted hours of employment, pensions, redundancies and retraining. Staff will continue to be fully involved and a steering group will be set up around April 2011, to address the above mentioned issues and to ensure that staff continue to help to shape future services. As the consultation has been extended covering a period of almost two years, staff have been pro-active in continuing to increase the amount of community based support for the benefit of service users including links at the Stour Leisure Centre, Tenterden Satellite and a variety of other community activities. Training and development opportunities for all staff will be ongoing in line with their personal development plans. The Nest Resource Centre will be utilised as a base for staff so that support can be co-ordinated and monitored. Staff will be deployed from the Nest, to support service users to access the community hubs and other activities within the wider community. The Nest will also be used for the purpose of supervision and staff meetings.

Recommendations

10. (1) Members of the Adult Social Services Policy Overview and Scrutiny Committee are asked to:

- (a) CONSIDER the feedback gained during consultation, noting that the future service model would be introduced on a phased basis.
- (b) NOTE that the Cabinet Member for Adult Social Services will be asked to APPROVE:
 - (i) Implementation of the new model for learning disability day services within the Ashford District, as outlined in Appendices in 3 and 4.
 - (ii) The development of two new resources within Ashford to be known as Community Hubs.

- (iii) Once the Community Hubs are fully developed and used to the satisfaction of users to close Ashford DOS. The closure of Ashford DOS will not take place until the two new community hubs are in place.
- (iv) The adaptation of some of the facilities outlined in appendices 3 and 4 to enable compliance with the Disability Discrimination Act and to improve access for adults with a learning disability and complex needs.

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Background documents: None

Appendix 1

Table setting out the consultation process for the Ashford Good Day Project.

Date	Time	Meeting	Venue
From 8 th Sept. 2008	Consultation Information Pack and Invite letter sent to Family Carers, people who attend Ashford DOS, Staff, KCC Local Members and Ashford Borough Councillors		
11 th Sept. 2008	2 – 3:30pm	Local Member briefing	Ashford Borough Council Offices, Civic Centre, Ashford
11 th Sept. 2008	4 – 5:30pm	Ashford Borough Councillor's Briefing	As above
15 th Sept. 2008	2 – 3pm & 3 – 4pm	Staff Consultation Meeting	Ashford DOS St Stephen's Walk Ashford
17 th Sept. 2008	1:30 - 3pm	Client Consultation Meeting	Ashford DOS
17 th Sept. 2008	3 – 4:30pm	Family / Carer Consultation Meeting	Ashford DOS
24 th Sept. 2008	1:30 - 3pm	Clients / Advocacy Consultation Workshop	Ashford DOS
30 th Sept. 2008	6 - 8pm	Family / Carers Consultation Workshop	Ashford DOS
2 nd Oct. 2008	10 am – 12 noon	Client / Advocacy Consultation Workshop	Ashford DOS
2 nd Oct. 2008	3 – 4:30pm	Open Consultation Meeting	Ashford DOS
7 th Oct. 2008	4 – 5.30pm	Staff Informal Consultation Workshop	Ashford DOS
8 th Oct. 2008	2 – 3pm	Client / Advocacy Consultation Workshop	Ashford DOS
16 th Oct. 2008	10 – 11.30am	Client / Advocacy Consultation Workshop	Ashford DOS

Appendix 1 (continued)

Date	Time	Meeting	Venue
16 th Oct. 2008	4 – 5.30pm	Staff Informal Consultation Workshop	Ashford DOS
23 rd Oct. 2008	10 - 11.30am	Client / Advocacy Consultation Workshop	Ashford DOS
30 th Oct. 2008	10 – 11.30am	Client / Advocacy Consultation Workshop	Ashford DOS
31 st Oct. 2008	9.45 am – 1.00 pm	Ashford District Partnership Group Consultation Workshop	St Simons Church Hall Brookfield Road Ashford
6 th Nov. 2008	10 – 11.30am	Client / Advocacy Consultation Workshop	Ashford DOS
18 th Nov. 2008	9.30 – 12.30	Family Carer 1:1 Consultation Meetings	Ashford DOS
19 th Nov. 2008	10 – 12 pm	Clients / Advocacy Market Day Consultation Event	Ashford DOS
19 th Nov. 2008	2 – 4pm	Family Carer 1:1 Consultation Meetings	Ashford DOS
20 th Nov. 2008	End of formal consultation / Start of extended consultation		

The tables below show the outcomes and issues raised by people with a learning disability, family carers and others involved with the consultation.

2 (a) People with learning disabilities that use existing services or are likely to use future services

Issues raised during the consultation	Response given by officers
<p>People with a Learning Disability – had the opportunity to attend the weekly consultation meetings and events. They were supported to take photos and video footage to aid understanding and allow further informal discussions.</p> <p>In general, people who attend Ashford DOS place a high value on both activities within the centre and the increasing range of opportunities within their local community such as football, Saturn Nightclub and using public transport. Current services and staff are highly valued. People have spoken up expressing their right to be involved and their concerns at the possible loss of their existing service, friends and relationships. With support from Advocacy services, many questions were asked and information requested as part of consultation, which helped to shape the consultation itself. Individual situations were highlighted including those of people with profound multiple learning disabilities. Some people have a person centred plan, however many others didn't. Some people took the opportunity to raise issues about family life and housing. Some people who attend the Ashford DOS are involved with the Ashford District Partnership Group including planning and decision making. In addition some people have been involved within the Ashford DOS Client Committee.</p>	<p>Independent advocacy was in place prior to and throughout the consultation process for people with learning disabilities, even though it has been very difficult for people to imagine exactly what future services might look like. Some people have experience of Direct Payments and others have not. Where new opportunities have arisen, such as 'Body and Mind' classes in the local community, these have been very much enjoyed by participants. People with profound multiple learning disabilities have generally had far less opportunity to access activities in their local community. As new services are developed priority will be given to maintaining existing friendships and relationships as well as natural opportunities to develop new ones. Existing services will run alongside new developing services and it is expected that the current trend towards less people using services which are not community based will continue as new opportunities continue to be developed from person centred plans, which will be a major next stage of work to complete. People will also know how much money their service will cost and have more choice and control over how this money is spent in the future. Existing staff are highly skilled and trained and are expected to very much be a part of developing new services and support.</p>

2. (b) Family Carers

Issues raised during the consultation	Response given by officers
<p>Family Carers place a high value on existing services and point out that those they care for, some having attended the Ashford DOS for many years, need to be able to maintain their friendships and have a safe base(s) from which they can access community facilities, with support as necessary.</p> <p>They have asked for more information on person centred planning and the new Ashford Gateway Plus. Some doubt the potential to improve services for people with profound multiple learning disabilities. Others pointed out potential difficulties with transport considering that Ashford is a large rural district.</p> <p>Self Directed Support and Direct Payments are seen by some as positive, however they need to be less complex and be appropriately supported.</p> <p>In general family carers agreed that working together with different agencies needs to continue and in particular opportunities towards The 2012 Olympics should be maximised.</p>	<p>The Ashford Community Interest Company offer support services to assist with personal budgets, person centred planning and brokerage. They also have a Development Worker who is putting together a series of Carer Workshops to provide additional information and support in response to the specific areas arising from the issues of concern raised during consultation. It is hoped that this will provide information in a timelier manner. Workshops will include further details about the Ashford Gateway Plus and Adult Changing facilities.</p> <p>In the future services will be more personalised and personal budgets will result in increased choice and control over what services people wish to purchase. There will be co-ordination so that plans are in place if for example support is delayed or cancelled.</p> <p>Transport issues are different for each individual and will be addressed during person centred planning.</p>

2. (c) Ashford District Partnership Group and Wider Consultation including KCC Local Members and Ashford Borough Councillors

Issues raised during the consultation	Response given by officers
<p>The Ashford District Partnership Group – Consultation event was held on 31st October 2008 and following the presentation people divided into three groups of people with a learning disability supported with a mixture of service providers, members of the Ashford Integrated Learning Disability Team, Other Agencies and even a local Councillor. A fourth group was made up of mostly Carers supported by Officers. The groups each completed part of a consultation questionnaire and fed back to the other groups present. Most of the results are incorporated into the questionnaire responses.</p> <p>Kent County Council Local Members wanted to know about timescales for both the new Ashford Gateway Plus, the Tenterden Gateway and other options in rural parts of Ashford. Emphasis was placed on partnerships with other agencies such as housing, education, work and sports. The impact of change and the importance of retaining current valued activities and existing staff were also highlighted. Attention was drawn to the use of available funding such as the Capital Programme and the Social Care Reform Grant to support changes. The growth in Direct payments was acknowledged and the link to more personalised services.</p> <p>Ashford Borough Councillors highlighted issues of communication in terms of understanding the vision and the need to effectively use consultation to engage with those affected by changes. They also expressed the importance of effective use of resources including partnership working, retaining staff and considering people in transition either from children's to adult services or during other life changes. Direct payments and personal budgets will mean that some people will need support in this area. Safety and protection and concerns about hate crime were highlighted.</p>	<p>A presentation about the Kent wide 'Good Day Programme – Better Days for people with Learning Disabilities in Kent' was given at the Ashford District Partnership Group, prior to the start of the more local Ashford Good Day Project and the formal consultation.</p> <p>People present generally welcomed the information and the vision that people with a learning disability should have more choice about what they do during the day, evenings and weekends, with flexible support and equality of opportunity to access community facilities and to lead a fulfilled and person centred life.</p> <p>Kent Adult Social Services sees the Ashford District Partnership Group as central to planning and decision making around the development of future services.</p> <p>Issues raised by Local Members were in alignment with the approach taken by Officers and gave added value to the consultation. Timescales were explained as were existing partnerships such as the strong links with housing and opportunities for sport approaching the 2012 Olympics.</p> <p>Officers acknowledged the importance of communication and understanding for people with Learning Disabilities and the impact of changes on them and their family carers. Work on transition and the safeguarding of vulnerable adults will continue as an important aspect of the proposed changes.</p> <p>Support for Carers is also part of a wider government initiative and KASS see family carers very much as integral to the lives of the people with Learning Disabilities they care for.</p> <p>An explanation of available support for direct payments and personal budget was given.</p>

THE ASHFORD SERVICE MODEL

1. There will be a wide variety of services available to people including:
 - **The Ashford Community Hubs** (Ashford Gateway Plus and Stour Leisure Centre) – it is planned to have fully inclusive and accessible facilities of an ‘adult changing place’ and dedicated space within these two community buildings. “The Ashford Community Hubs” will provide space as stated in the agreed specification / plans and people will also be able to access other services operating from the sites and also those close by in the local community. Staff will support services users at these sites. Co-ordination of staff, service users and activities will operate from The Nest Resource Centre.
 - **Wood N Ware Enterprise Hub** (Ashford) – this will be the base for the existing enterprise hub and provide work experience and training. The main area of expertise is adult social care and it may be beneficial in the future to look at improving links with the social enterprise sector.
 - **Other Community Facilities** – These will be accessible to adults with a learning disability and include the following venues: Tenterden Gateway with an adult changing place facility, Fitness First – music/dance studio, Tenterden Satellite at St John’s Hall, The North School – youth wing, The South School run by Ashford L D Community Interest Company, Homelands Golf and Football Club and home to Saturn Nightclub, Tenterden Leisure Centre and Sports Hall, Victoria Park Bowls and many other local community resources, according to individual person centred plans.
 - **Private & Voluntary Sector Service Providers** - these will continue to develop to meet the changing needs and to ensure person centred plans become a reality for individuals.
 - **Work Opportunities** - Will be supported in the community with local employers. Social Enterprise will be encouraged to enable people to become involved in work whatever their ability. People will be supported to understand how wages may affect current income through the benefits system.
 - **Volunteering Opportunities** - there will be an increase in existing voluntary opportunities, to allow all who wish to participate whatever their ability.
 - **Leisure Activities** – these include opportunities in dance, music, art etc., to meet up with friends and will be available during the day, evening and at weekends.
 - **Sporting Opportunities** – to ensure equal access to the wide variety of sporting facilities throughout the Ashford district and will be available during the day, evening and at weekends.

- **Adult / Further Education** – to ensure equal access to a wide variety of classes available to people at the district's Adult Education centres and Further Education colleges.
- **Further Training in the Chosen Skill Area** - development of this will depend on the information from person centered plans.
- **Health and Healthy Living Opportunities** - to ensure maximum benefit from the Eastern and Coastal Primary Care Trust (PCT) or other relevant Health Body's, regarding health and wellbeing initiatives, such as regular health checks etc. This will include maximization of the benefits from Health staff working within the Ashford Integrated Adult Learning Disability Team, including physiotherapy and occupational therapy.
- **Person Centred Plans** - although all of the above includes ideas from the consultation, further information from individual's person centered plans will inform all developments
- **Information Points** - about services and benefits and help to access them, will be available through out the Ashford District. There will be more information in accessible formats for Self Directed Support, Direct Payments, the Kent Card and Personal Budgets.

There will be a need to work closely with partners including; Job Centre Plus, Adult / Further Education, Health Authorities, Ashford Borough Council, Ashford and Tenterden Gateways, as well as the private and voluntary sector, to ensure that facilities are accessible and friendly for people with learning disabilities.

With the introduction of Self Directed Support all new services will need to work within the context of personal budgets. Services will be provided by a wide variety of organisations in the community including Private and Voluntary services, Social Enterprises, Job Centre Plus, Employment Services and other community organisations on an individual basis. Direct Payments and the Kent Card can be used to purchase services from the Private and Voluntary sector.

Kent Adult Social Services will be setting the standards by developing the new Ashford Community Hubs. Current staff roles will focus more on providing support for individuals to implement their person centred plans with a focus on more self run services and partnership working with other agencies.

Kent Adult Social Services expect the number of people using these facilities to decrease over time as people use their personal budgets or direct payments to make other choices of activities within their local community in line with their person centred plans.

The Ashford Day Opportunities Service, operating from St Stephens Walk, will remain open until new services are established. Individuals' current hours will not be reduced.

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Proposed Ashford Model



Tenterden Gateway



Fitness First
Music Dance



Ashford
Gateway Plus



Tenterden Satellite
St John's Hall



Wood N Ware



The North School
Youth Wing



Victoria Park Bowls



Ashford LD - Community
Interest Company



Tenterden Leisure



Stour Centre



Ashford DPG



Travel Training

