PROVIDERS & PERSONALISATION

A Support Programme for Care and Support Providers

About CCPS

CCPS is the Coalition of Care and Support Providers in Scotland. It exists to identify, represent, promote and safeguard the interests of third sector and not-for-profit social care and support providers in Scotland, so that they can maximise the impact they have on meeting social need.

CCPS aims to:

- Champion quality care and support provided by the third sector
- Challenge policy and practice that inhibits or undermines the sector’s ability to provide quality care and support
- Prepare providers for future challenges and opportunities
- Support providers to understand, negotiate and influence the complex policy and practice environment in which they operate.

The combined membership of CCPS (comprising 71 major care providers) supports approximately 230,000 people and their families, and employs 44,000 staff. The total combined income of the membership is in excess of £1bn, of which an average 74% per organisation comes from the public purse. Additional information about CCPS and its work is available on our website at www.ccppscotland.org.

CCPS has identified the development and implementation of personalisation and self directed support as one of the key opportunities – and challenges – facing care and support providers. We have successfully secured financial assistance from the Scottish Government to run a programme of support for providers to assist them in implementing personalisation and self directed support.

We are now seeking a Programme Manager to deliver the programme.

Personalisation: the policy background

Across the UK, the principles of personalisation are now being consistently described as central to the future of public services, often being cast in transformative terms. For example, the Commission on Personalisation (2009: 1)¹ notes that ‘personalisation of public service represents one of the most significant reforms to the welfare state for decades’, with potentially far-reaching consequences for voluntary sector organisations.

Similarly for those working in social care, personalisation has equally far reaching consequences with the Department of Health (2008: 8)\(^2\) recently noting that ‘the vision for a personalised approach to adult social care has huge implications for the workforce of the future’.

This shift to a more personalised approach will have a significant impact on the social care workforce. The Department of Health (2008: 8) document recognised that:

\[... \text{in developing a more personalised approach, it is essential that frontline staff, managers and other members of the workforce recognise the value of these changes, are actively engaged in designing and developing how it happens, and have the skills to deliver it.}\]

In a similar vein Allen et al. (2009)\(^3\) note that across social care and health ‘there is a huge task in enabling existing staff to make a significant journey of change’, with likely impacts in terms of changes of role and job design, impacting on issues such as the skills mix of employees and nature of the workforce. For example, the same authors note how ‘not all tasks and roles for personalisation will be carried out by traditionally qualified professionals’ (p. 29).

Voluntary organisations will need to ensure there is sufficient capacity within their workforce to deliver on the aspirations of the personalisation agenda and to identify the functions, skills and behaviours to meet these aspirations, so that staff training plans are shaped by the needs of service users (SCIE, 2009)\(^4\).

In Scotland, the Changing Lives Report of the 21\(^{st}\) Century Social Work Review was published by the Scottish Executive in 2006\(^5\). The recommendations of the report were set out under the themes of:

- building capacity to deliver personalised services,
- building capacity of the workforce, and
- building capacity for sustainable change.

Five work streams were identified and groups set up to take each of the work streams, including workforce and service redesign, forward. Personalisation was tackled through the service design work stream. This work stream generated three products, a paper on what personalisation is and what areas need to be aligned to deliver it and two papers on commissioning\(^6\). The first paper identified


http://www.scotland.gov.uk/Publications/2009/04/07112629/6
five key elements within current practice that impact on personalisation – tools, finance, workforce, mixed economy of care through the development of a healthy social care market and performance measures.

The CCPS Providers & Personalisation programme aims to support the ongoing implementation of the three key themes of the Changing Lives Report, in particular through supporting the development of tools for personalisation, workforce transformation and through supporting providers to market their services to individuals in a way which will support the exercise of choice and control.

In November 2010, the Scottish Government issued the Self Directed Support (SDS) Strategy\(^7\). The strategy sets out a ten year framework for the development of self-directed support as the main way to deliver social care, supporting the personalisation of services in Scotland. The development of self-directed support generally may lead to the evolution of a wide range of new models of care delivery, with individuals having opportunities to individually or collectively commission support. Social care providers will need to prepare to contract directly with individuals as well as with statutory commissioners of services. This in turn will require a radical transformation of the social care workforce, as more people in receipt of support elect to employ personal assistants, either directly, through care co operatives or provider agencies.

The analysis of consultation responses to the draft Strategy\(^8\) suggested that providers would need time to adjust to the changing market place and to adapt their systems to be able to respond to individuals as commissioners (p.24). The findings also suggested that thought needs to be given to how both the quality and ethos of organisations are communicated to people who direct their own service. It was suggested that this information should be communicated by using the internet and ensuring people can make informed choices based on comprehensive information. In general, quality of the service should form part of the analysis (not just cost and comparability) and quality needs to be measured and defined more widely than by whether personal outcomes have been met (p.31).

**Personalisation and the Workforce**

In September 2009, the CCPS-hosted Workforce Unit commissioned the Scottish Centre for Employment Research at the University of Strathclyde to undertake a research study to identify the contribution the voluntary sector workforce is already making to the personalisation agenda with a view to learning and sharing practice and explore any changes required of this workforce if the aspirations of the personalisation agenda are to be fully realised. The research objectives were:

1. Identification of the functions, skills and behaviours (demonstrating underpinning ethos/values) required of the workforce in order to deliver personalised services

2. An appreciative inquiry into the extent to which the voluntary sector workforce is currently exhibiting these functions, skills and behaviours (demonstrating underpinning ethos/values) and delivering personalised services.

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http://www.scotland.gov.uk/Publications/2010/02/05133942/

3. The extent to which job functions and working practices will need to further change as personalisation is rolled out
4. The likely impact (if any) on terms and conditions of employment
5. What learning is effective when applied in the specific practice orientation of personalised services in developing the skills and behaviours (demonstrating ethos/values) required of the front line voluntary sector workforce to deliver personalised services. The front line workforce is defined as practitioners (SVQ3 or equivalent) - workers who provide care and who have responsibility for coordinating the implementation of care plans and support workers (SVQ2 or equivalent) - who have delegated responsibility for providing care and support to adults.
6. Whether any additional learning will be required.

Implications of the study
The research findings highlight implications for national workforce policy and planning, including:

- The contribution the voluntary sector workforce can and is already making towards driving forward the personalisation agenda
- Workforce issues that may need to be addressed in redesigning services for personalisation.

The study findings were formally launched at the CCPS conference on 26th November 2010 and have been used to inform the development of the CCPS Providers & Personalisation programme.

Key findings include the need for providers to develop and market their services to offer real choice and control for service users, the need to undertake training needs analyses to identify skills gaps, develop appropriate training programmes and upskill the workforce and the need for HR policy and practice development to deliver personalisation.

The CCPS Programme on Providers & Personalisation

Core Outcome - To support the implementation of the self-directed support strategy across Scotland through assisting and enabling third sector social care providers to contribute to policy development relating to personalisation and self-directed support, and to build their capacity to deliver personalised services, focusing on practice exchange, development, organisational and systems change.

CCPS has secured Scottish Government funding to support this programme. It will undertake activities to support providers in the following broad areas, to be agreed with Scottish Government:

1. **Policy development and delivery:** providing analysis of and solutions to emerging issues for providers that pose risks to implementation
   - Regular (proposed biannual) **surveys** of provider organisations (to include CCPS membership + wider provider network) on progress and emerging issues with SDS strategy implementation.
   - **Report** on above to SDS team (and other Scottish Government colleagues as appropriate) identifying progress, emerging issues and solutions
adopted by providers. Report to inform series of online briefings (see below).

- Development of an SDS policy network, above, to meet quarterly, focusing on:
  - Input to, and commentary on, current policy development, informed by providers' experience of both national and local implementation, and local practice relating to personalisation and SDS
  - Discussion of issues arising for providers and for people who access their support, with a particular focus on barriers and enablers to implementation
  - Identification of potential solutions.
    Network membership to be composed of Chief Executive and senior operational staff in provider organisations, and to include where possible and appropriate those board members of provider organisations who access support or who are family carers. Network to be supported by online briefings as above.

- Research study, with Strathclyde Business School (University of Strathclyde) into national provider SDS practice development, with a particular emphasis on workforce issues, to inform implementation of strategy. Detailed brief to be agreed with SDS team: proposed focus on supporting effective engagement between commissioners, people who access support and providers.

2. Support for providers in developing systems that enable the delivery of personalised services, building awareness of current developments and promoting the design of new tools for back office systems that respond to commissioning by individuals, groups of individual purchasers, and statutory bodies

- Facilitation of practice exchange, and practice development support, to enable providers to develop and implement new service designs and workforce roles, in collaboration with partner organisations as appropriate.

- Programme of development work, conducted with IRISS (Institute for Research and Innovation in Social Services) on commissioning for outcomes in the context of SDS and personalisation.

- Support to providers to adapt and redesign ‘back office’ systems to be able to respond to both individuals and local authorities as commissioners/purchasers: to include quarterly topic-based seminars underpinned by online communities of practice, focusing on:
  - Financial systems change (to include individual invoicing; customer service; bad debt recovery; etc)
  - HR and employment issues and solutions (to include employment contract development and other issues identified in University of Strathclyde/Workforce Unit research report)

\[3\] Research to be conducted in accordance with cost-effective and positively evaluated research model developed by CCPS-hosted Workforce Unit

\[10\] CCPS is currently in discussion with IRISS about the detail of this programme: SDS team/Third Sector Division to be consulted as programme funders
o Marketing: new models and systems\textsuperscript{12}
o Online and published \textbf{briefings and information} to support the above

- Development of \textbf{toolkit(s)} to facilitate systems change as appropriate, and/or identification/adaptation of existing materials produced by external organisations
- Information, enquiry and directory service for providers seeking assistance/material relating to organisational and systems change for personalisation and SDS
- Facilitate information sharing and practice exchange in relation to SDS grant-funded projects run by providers
- Promote \textbf{cultural change among front line staff}, to develop skills in community capacity building and promoting independence and resilience in the people they support:
  - development of \textbf{online resources} through CCPS becoming Regional Lead Organisation for DotComUnity\textsuperscript{13} supplemented by series of local events (in collaboration with local provider groups, where they exist).

\textit{CCPS, May 2011}

\textsuperscript{11} Personalisation and its implications for work and employment in the voluntary sector, Cunningham I and Nickson D, Strathclyde Business School, University of Strathclyde 2010

\textsuperscript{12} Funding was secured by CCPS and the Workforce Unit from the Big Lottery \textit{Investing in Ideas} programme in 2010, to carry out market research in this area and to look specifically at the development of a web based service comparator tool that individuals can search by local authority area to navigate the market, identify potential service providers and to compare the services they offer, based on how they can help individuals meet their own goals (outcomes) and what is included in the service rather than on simply the cost of an hour’s input of service. A report of this work is now available and includes a number of recommendations for the CCPS programme of work on SDS and personalisation.

\textsuperscript{13} DotComUnity is a not for profit social enterprise providing a one stop online resource for people with a learning or physical disability their carers, families and circle of support. Since its UK launch on February 25\textsuperscript{th} 2010 DotComUnity has already become the UK’s number 1 disability directory with over 30,000 providers listed in 63,000 categories and with over 55,000 events already listed within the Calendar. Members can interact with the website and recommend new providers, add events and activities to the calendar, give feedback on the products and services they use and even submit news stories. Everything submitted to DotComUnity undergoes moderation before publishing guaranteeing the continued integrity of the platform. DotComUnity’s sustainability is guaranteed by the support and sponsorship of its Lead Organisations with 25\% of all sponsorship raised being identified to specifically benefit the region in which it is raised. DotComUnity is FREE. Free to providers, free to users and free to members. DotComUnity seeks to team up with a key organisation in Scotland, Northern Ireland, Wales and each of the 10 regions of England (Regional Lead Organisations – RLO’s). These organisations provide an existing network of staff, service users and supplier organisations through which to cascade awareness of, and access to DotComUnity as a tool to support their everyday work and transform lives. RLO’s also help DotComUnity to identify Local Lead Organisations (LLO’s) who are willing and able to support and sponsor DotComUnity and cascade awareness and access in each Local Authority area.