



Are you ready
for personalisation?



Contents

- 02 Introduction
- 03 Sitra consultancy
- 05 Sitra training
- 06 About Sitra
- 07 Contacts

Introduction

Are you ready for personalisation?

Personalisation is about offering more choice and control to those who use public services. The housing related support sector is already focused on providing person centred services, through individual needs assessment, support planning and client involvement in service delivery and governance. Its early intervention and preventative services make a significant contribution to the personalisation agenda, which has been supported throughout the public sector and by all levels of government. Housing related support services can demonstrate their quality and effectiveness through tools such as the Quality Assessment Framework (QAF) and the national Supporting People Outcomes framework.

But personalisation is rallying the sector to do more. Organisations providing housing, support and care are exploring innovative and creative ways of offering clients more choice and control over the support services they receive. These have not always involved the use of Individual Budgets, which have been a focus of pilots in the adult social care sector, but instead have taken a broader definition of personalisation and used it to challenge established ways of providing services.

There are still many unanswered questions, particularly around how short-term services and accommodation based services can respond to this agenda but now is the time for providers, working in partnership with their clients and commissioners, to take the initiative in developing their own practical and client focused answers.

Sitra services

Sitra has extensive knowledge and experience of the housing with support and care sector and expertise as a provider of consultancy and training services. Our combination of in-depth work with service providers and national level contribution to policy development extends across the issues of quality of service (working with current quality assurance and outcome monitoring frameworks), sound financial management, benchmarking and business planning, and human resource management and training. The increased focus on personalisation of services, use of competitive procurement practices and drives to reduce public spending form the context of much of our current work.

In this brochure we outline some of the ways that we can work with our members and customers to support their development of personalisation.

Sitra consultancy

Taking stock

Caught up in the day to day challenges of delivering services, it can be difficult to stand back and take stock of where you are and how you need to adapt to changes in the policy and financial environment in which your organisation works. A diagnostic or health check with an independent adviser can jump start your review of how ready you are for personalisation.

Working with a Sitra consultant can enable you to answer those critical questions, including:

- Do your support planning practices help or hinder your staff to provide person centred, flexible support to meet the goals determined by your clients?
- Does your organisation's culture empower staff and clients to work creatively together?
- Are your organisation's leaders, at senior manager and board level, ready to take forward the personalisation agenda?
- Do your working practices need to adapt to offer your clients choice, for example, on times for appointments and who their key worker will be?
- In an open market, are you confident clients would choose your service to support them?

What do your people think

Organisational change needs the active involvement of everyone. Board members, staff and clients must have opportunities to raise issues or concerns and contribute their views, experiences and priorities. Much can be done through on-going consultation and feedback mechanisms, but an independent adviser can provide focus and impartiality to help you get the right approach. Sitra can work with you on:

- Board member briefings and presentations
- Staff questionnaires, focus groups and forums
- Client surveys, interviews and group discussions
- External stakeholder analysis and consultation
- Other facilitated events to support the change process.

From preparation to practice

Personalising your services can mean making changes on many levels – in service delivery, human resource and finance management. Your preparation for change may involve negotiations with funders, referral agencies, trade unions, sub contractors and others. Your project plans will encompass this work with external stakeholders and regular action planning and evaluative meetings of steering groups or project groups, including staff and clients. You can use a Sitra consultant for specific tasks within your plan or on an on-going basis as a "critical friend" or sounding board for your trustees, senior managers or steering group, working closely with you to help steer the change process.

Financial reviews

Personalisation and increased choice and control by clients over the services they receive will require a reassessment of your current service costings and organisational accounting practices.

Block contract prices may not reflect current service costs for many reasons, for example, pricing to undercut competitors, lack of inflationary uplift on renewed contracts, internal policies on allocation of overheads or conflicting definitions used in per hour or per unit pricing. If an organisation wishes to offer different models of service which are financially viable as well as more person centred, a sound understanding of the cost implications and cost drivers of the options under review is essential.

Depending on the organisation's objectives and areas of operation, these different models may include options such as:

- Choices of banded levels of service
- Core services with flexible add-ons
- Packages of support purchasable by, or on behalf of, individuals.

A review of costing and pricing will need to address the implications of a range of factors including:

- More flexible staff availability
- The transaction costs in accounting for and collecting increased numbers of small packages of service
- The transparency of your offers to potential purchasers.

Sitra's consultancy service could support your financial review in a number of ways:

Value for Money review

Taking stock of your current services may be required before you can move on to consider new service models. A Value for Money review would involve us working with you to analyse:

- The basis on which service costs have been calculated
- The alignment between the service specifications, funding streams and costs
- Any divergence between specification and performance
- The impact of any changes to costings for the organisation and its clients
- Any gaps or areas of weakness in information or performance that present a risk to the viability of the service
- How your costs and performance can be compared with any available, relevant information on local commissioners' cost models, local, regional and national performance indicators, or any comparable service providers.

Cost modelling

Where your services are currently purchased through block contracts, you will need to unpick your current costings to examine how you can meet the challenges of offering choice while maintaining viability.

Sitra can work with you to:

- Review your block contract price per support hour
- Identify how to set a price per support hour for an individual purchaser which can contribute to full cost recovery but not price you out of the personalised service market
- Model the impact of reductions in volume of block purchased hours on your costs
- Consider how aspects of your current service could be separated out into distinct products to provide a menu of purchasable options
- Analyse the impact of offering choice on, for example, volume, service delivery practices and payment methods, and consider what constraints or limits on choice are unavoidable.

Cross cutting approach

Many services are subject to more than one regulatory framework, each with its own particular approach to choice and control. There is no organisation better placed than Sitra to help you draw up a complete approach embracing all these frameworks, rather than approaching each in isolation.

A Sitra consultant can offer you an overall approach embracing the requirements of:

- The Client Involvement core objective in the QAF for housing related support services
- The Tenant Services Authority's Tenant Involvement and Empowerment Standard for social housing
- The Care Quality Commission's standards regarding choice and control in personal care.



Find out more

To find out more about our consultancy services, contact us at consultancy@sitra.org or on 020 7793 4710.



Sitra training

Sitra provides a wide range of high quality training courses to meet the needs of the housing with care and support sector.

Public programme

Our current public programme includes the following introductory courses on personalisation:

Personalisation in practice

This one day course provides managers and frontline staff with an opportunity to consider how personalisation may affect their service and how to start planning for change with practical advice on how to transform services in order to give service users more choice and control. The course will cover:

- An introduction to personalisation: background and direction of travel
- What individual budgets are and how they work: definitions and terminology
- The impact of personalisation on clients/service users; providers; Supporting People funding and different Service types; commissioners
- How your organisation can prepare for personalisation.

This course would act as a refresher for people who have previously attended the half day course, Putting people first.

Stream 2

Stream 3

Stream 4

Personalisation in accommodation based services (half day)

The introduction of personalisation signals a major shift for the social care sector giving service users greater say in the purchase and delivery of services. Now it's beginning to be piloted in the housing related support sector including some pilots within accommodation based services. What have they told us about personalising accommodation services? What methods can housing as well as support and care providers use to further personalise their services? The course will look at:

- What is personalisation?
- Likely impacts of personalisation on accommodation based services
- Are Individual Service Funds (ISF) a way forward for accommodation based services?
- How to bid for contracts that require an element of personalisation in the service specification.

Stream 3

Stream 4

Stream 5

Individual and personal budgets: what it means to be a micro-employer

This course, aimed at service users and frontline staff, explains what it means to be classified a "micro-employer" that is, someone who employs less than five people. The course will explain how a micro-employer has the same basic legal responsibilities as other employers and will cover:

- Recruitment issues
- Payment of wages: NI and tax deductions; sick pay, maternity and adoption leave and holiday leave
- Model contracts; terms and conditions of employment
- "Reasonable adjustments" to allow a disabled employee to do their work
- The 48 hour working week limit
- Safeguarding issues – when is it necessary to obtain a CRB check?
- Clear guidance on health and safety at work regulations
- What to do when things go wrong, arbitration; giving notice, and terminating agreements etc.

Stream 2

Please see the training section of our website at www.sitra.org or our current training guide for dates, locations and prices for these courses. If you would like a copy of our training guide, please contact Lana Jordon 020 7793 4713 or email lanaj@sitra.org

Key to Streams

Stream 1 - Courses suitable for new workers suitable as part of an induction programme

Stream 2 - Courses suitable for frontline staff, also suitable as refresher courses for managers

Stream 3 - Courses suitable for new managers or frontline staff moving into management

Stream 4 - Courses suitable for experienced managers

Stream 5 - Courses suitable for LA commissioning and monitoring staff

Inhouse training

Our public programme courses can also be provided on an inhouse basis to one organisation or a number of organisations coming together to collectively purchase. We can tailor existing courses to meet your needs or design a bespoke course or programme of courses for your staff.

Subjects you may want to plan with us include:

- Selling your services in a personalised market
- How to manage an Individual Budget

- How to manage an Individual Service Fund
- Safeguarding and personalisation
- Person centred support planning.

To find out more about our inhouse training service, go to the training section of the Sitra website at www.sitra.org or contact Kerilee Johnson at kerileej@sitra.org or on 020 7793 4713.

Sitra training recognition and accreditation

We have had confirmation from the General Social Care Council (GSCC) that social workers may choose to count Sitra courses towards the GSCC post-registration requirement to undertake 90 hours or 15 days of training which will advance their professional development over each three year period of registration.

Sitra is also an accredited trainer with Open College Network (OCN) and Institute of Leadership and Management (ILM).



Sitra is endorsed by the CLG as a training provider for the revised QAF



About Sitra

Sitra is a social enterprise and registered charity offering training, consultancy, information and advice on issues connected with the provision of housing, care and support. Our work covers all aspects of development, funding and management, together with associated activities such as personnel and staffing, financial management, and community care. We are recognised and consulted by Government departments and other bodies, including the Homes and Communities Agency (HCA) and Tenant Services Authority (TSA), and Communities and Local Government (CLG) as representatives of providers of supported housing. We were chosen in 2010 by the Office for Disability Issues to provide support to the Trailblazer authorities working on the inclusion of Supporting People in the Right to Control pilots.

We have over 25 years experience of providing technical support to providers and commissioners of housing, care and support. This includes training and consultancy on Supporting People, housing management, funding, needs identification, care practice, health and safety and other issues. We carry out work both on a policy level and in providing specific support for individual organisations.

We are a leading training provider, running both public programme and tailored inhouse courses for clients around the country. We also provide a range of seminars and conferences on housing with support and care themes.

Our monthly membership magazine, the **Sitra bulletin**, is widely recognised as a key source of technical information and policy development news throughout the housing, care and support sector.

The linking of our policy and representative role with our detailed work providing technical support for specific organisations makes for a strong combination. It means that our work on good practice and policy and procedural development draws on the strength of our membership base and on our role in discussing and developing policy at a national level.

Sitra membership

To take advantage of the services that Sitra provides at discounted rates, why not become a member?

Sitra membership is open to all voluntary agencies, supported housing associations and statutory bodies, as well as private consultants and trainers.

Sitra membership is now, more than ever, one of the most important things your organisation can have. With prices held at 2009 rates and substantial member discounts the new package offers even greater value for money.

The 2010 membership package delivers enhanced savings:

- Public courses and inhouse training - increased member discount
- Consultancy and conferences - increased member discount
- 10 issues of the redesigned **Sitra bulletin** packed with invaluable news on policy developments in the housing, care and support sector
- Monthly, re-launched e-news including event and sector news and policy briefings on topical issues
- Free events and special offers for members throughout the year
- Free advice and support through our email helpline, sitrahelpline@sitra.org
- Information on NJC salary scales, car allowances and other financial advice.
- New member benefit: 50 per cent discount voucher.



How to join us

You can complete a short online form to request a membership application pack at the "Join us" section of our website at www.sitra.org or you can email the Membership Administrator at post@sitra.org

If you are not sure if your organisation is a member or not, and you need to check please email post@sitra.org.

Sitra bulletin

In a rapidly changing world, can you afford not to have your own copy of the **Sitra bulletin** delivered directly to your desk?

The bulletin is received by all Sitra members and is widely recognised as a key source of technical information and policy development news throughout the housing with care and support sector. Member organisations can order extra copies at minimal cost.

To order, contact the Membership Administrator on 020 7793 4710.



Recruiting staff?

With a growing circulation of over 3,000 copies the Sitra bulletin is well placed to advertise your recruitment vacancies.

The bulletin reaches specialist staff working within the housing with support and care sector. It has countrywide coverage and offers discounted advertising rates to Sitra members. For more information on placing an advert call 020 7793 4713.

Contacts

Membership and additional copies of the Sitra bulletin:

Tel: 020 7793 4710

Email: post@sitra.org

Consultancy:

Tel: 020 7793 4710

Email: consultancy@sitra.org

Public courses:

Tel: 020 7793 4713

Email: lanaj@sitra.org

Inhouse training:

Tel: 020 7793 4713

Email: kerilee@sitra.org

Conferences and events:

Tel: 020 7793 4713

Email: conferences@sitra.org

For more information about Sitra's work around Personalisation:

Tel: 020 7793 4710

Email: post@sitra.org

Sitra helpline:

Do you have a housing, care or support enquiry? If so, email the Sitra Helpline at sitrahelpline@sitra.org



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Sitra champions excellence in housing, support and care

Sitra is a membership organisation providing leadership, influencing policy through expertise, promoting best practice and providing consultancy, training, information and advice to:

- Promote positive outcomes for clients, providers and funders
- Drive the policy agenda
- Encourage a healthy, diverse and sustainable sector
- Support quality and professionalisation.



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