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Getting personal

How will the personalisation agenda
affect clients and providers
of housing related support?

Summary

November 2010

Personalisation and housing related support

The drive to greater personalisation has formed a central tenet of the Coalition Government's direction. It has had strong representation in the health White Paper *Equity and Excellence: Liberating the NHS*¹, was a key component of the Comprehensive Spending Review² and forms a core element of the new Vision for Adult Social Care³.

Personalisation as a policy has cross-party support and sign up from both central and local government leaders. The Coalition programme stated: "We understand the urgency of reforming the system of social care to provide much more control to individuals and their carers".

The challenge for our members and the wider housing related support sector is to get fit for purpose for the personalisation agenda. A crucial question for many providers and commissioners is: what will the impact of personalisation be on the services you provide/commission and what do providers and commissioners need to get on board? Behind that question lies perhaps a more pertinent one: what is the right kind of "offer" for housing related support clients in the twenty-first century?

The general aim of personalisation is to give clients more choice and control over the services they receive. The housing related support sector can champion this and take it forward in a number of different ways. As well as embracing new and emerging deployment mechanisms such as Individual and Personal Budgets, the sector can evidence that it already delivers highly personalised services by ensuring that all of its services are flexible, person-centred and tailored to meet each person's needs.

The majority of housing related support services are, by their very nature, highly personalised, compared with what was often the case prior to the introduction of Supporting People. Block commissioned housing related support services (flexible and personalised) contribute significantly towards the early intervention and prevention aspect of central government's Putting People First agenda⁴. The Quality Assessment Framework is a way of evidencing this and can be seen and used as a personalising tool. These factors provide an opportunity for the sector to claim the personalisation agenda for itself and to champion its person-centred approaches to needs assessments, support planning, client involvement, supporting independence, maintaining peoples' tenancies in their own homes, community building, cost reduction and value for money.

This leaflet introduces our new report, *Getting personal: How will the personalisation agenda affect clients and providers of housing related support*, which provides an overview of learning from a project carried out in 2009/10. However, the learning does not stop there. We will continue to highlight best practice in provision, commissioning and outcomes for service users. We will continue to think through the implications of personalisation for housing related support provision and engage in the following areas:

- Right to Control – Supporting trailblazers and involvement in the advisory and project board
- Working with innovative providers – Highlighting and sharing good practice and learning from those breaking down barriers
- Influencing the commissioning agenda – Disseminating learning from trailblazers and wider authorities
- Providing training, events and information to inform the personalisation "offer" provided to service users
- Promote co-production in the development and delivery of services
- Develop and disseminate tools and information to support the transition from block contracts to individual purchasers
- Reinforce the connections between personalisation and prevention.

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Sitra's Personalisation project and report

Sitra has been working to develop an understanding of how personalisation will impact on Support People funded services, and was funded by CLG in 2009/10 to look at the actual and likely impact of these changes. The findings of some of this work have been included in the *Getting personal* report.

In the report you will find out more about:

- **The policy framework:** An overview of the Putting People First concordat that kick started the drive to offer more personalised services in the adult social care sector.
- **How personalisation will be put into practice:** Clear explanations of the various deployment mechanisms such as Individual and Personal Budgets, and Individual Service Funds.
- **Right to Control:** Supporting People funding has been included in the Right to Control which, through seven trailblazing authorities, will be bringing together a range of funding to support individuals in taking greater control of their lives. Sitra have been very involved in the roll out of this project and the highlights to date are included.

- **Costing for personalisation:** The report pulls apart some of the assumptions underpinning the costs in block contracted services and how these might translate to the costing out of services for individuals.
- **What is working right now?** Innovation is key to moving this agenda forward. There have been a number of providers who have taken the lead in personalising housing related support services and the report provides an outline of how these organisations have developed their vision for personalisation into effective services meeting individual needs.
- **Keeping quality on the agenda:** The Quality Assessment Framework works as an excellent personalising tool. The report considers this and other quality issues relevant to the introduction of individual and personal budgets.
- **Commissioning for personalised services:** While there has been a significant body of work carried out looking at commissioning practice in Adult Social Care, Sitra's report begins to turn the spotlight on commissioning of housing related support.
- **Cultural change and leadership:** Providers and commissioners need clear leadership and cultural change if they are to be fit for purpose in a more personalised world. The report outlines some of the core steps that an organisation needs to take to become fit for purpose.

1. *Equity and excellence: Liberating the NHS*, July 2010. The White Paper is available to download at www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_117353

2. *The Comprehensive Spending Review* document is available at http://cdn.hm-treasury.gov.uk/sr2010_completereport.pdf

3. *A Vision for Adult Social Care: Capable Communities and Active Citizens*, November 2010. It is available to download at www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_121508

4. See www.puttingpeoplefirst.org.uk

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What does a personalised support hour cost and how much should a provider charge?

Given the likely introduction of individualised purchasing of housing related support services, it is important for everyone to understand what price individual purchasers might be willing to pay and how much providers might need to receive in order to remain viable.

A provider needs to price their service in such a way that they implement full cost recovery to the units of service delivered to the client. For most housing related support services the unit of service the client would expect to purchase would be hours of face-to-face support.

However, providers know that providing support involves the support worker in more than face-to-face contact time and to produce one hour of face-to-face support costs more than the direct cost of the support worker. So providers are going to have to break down and analyse their costs for face-to-face support hours in order to be able to set prices that will enable them to cover their costs.

Many Supporting People teams have calculated a support hour on the basis of a block contract price divided by the number of support staff hours plus frontline management hours.

However this does not equate to face-to-face support time. It includes time staff spent travelling, doing follow-up work, attending training sessions, etc. An individual who purchases services with an Individual Budget or an Individual Service Fund will probably expect to pay an amount based on face-to-face support time, which means providers will need to charge a higher hourly rate than was previously calculated in Supporting People funded services.

Once you've carried out full cost recovery on a particular service you would then need to divide the cost by the number of face-to-face support hours.

Once a provider has analysed their costs into a unit price they will still need a minimum level of take up if their service is to remain viable.

However, under a truly personalised choice and control system of purchasing, the price of a support hour will also be affected by what clients are ultimately willing to pay.

If a provider is unable to carry out full cost recovery from its personalised charging mechanism then it is not likely to survive long in a significantly personalised commissioning and purchasing world.

Sitra's ten steps to further personalising your services

1. Leadership:

Involve your most senior management in agreeing an action plan for overseeing the development of your personalised "offer".

Take strategic decision to focus on personalisation in your current business planning cycle putting it at the centre of those plans.

Approach local authority commissioners to see if they will fund a personalisation pilot, alternatively consider approaching other sources of funding to test personalised approaches including your own reserves.

Appoint a personalisation lead at the senior management level.

2. Information:

Develop an up-to-date information bank on policy, development and deployment practices towards personalisation.

Include up-to-date information on pilots and other testing and deployment that have already taken place in this information bank.

3. Cultural change:

Assess your organisation to see what you need to do to change your "offer" and how far those changes need to go.

4. Staff development/training:

Carry your staff with you.

5. Client involvement:

Involve clients fully in co-production.

6. Change the "offer":

Reassess how you offer your services.

7. Service redesign/remodelled:

Determine whether you need to redesign or remodel your service, or plan the redesign.

Go back to the local authority commissioner to get their agreement.

Consult staff fully and negotiate any changes to terms and conditions.

Sort out any problems where the wishes of some of your clients will impact on the rest.

8. Disaggregating cost and pricing mechanisms:

Invest time and money into analysing your costing and pricing mechanisms to make them fit for purpose for a personalised purchasing environment.

9. Contract negotiations:

Create a simple contract for services where the client is going to be the purchaser.

Negotiate changes with commissioners to enable you to personalise your services where your services continue to be block purchased.

10. Marketing and client engagement:

Develop a marketing strategy for attracting clients where you have to sell your services directly to them

Ensure a higher level of client engagement in the procurement process where services remain block commissioned.

Sitra consultancy and training

Sitra offer consultancy services around personalisation issues. See our Personalisation brochure at www.sitra.org/consultancy/ or contact us at consultancy@sitra.org or on 020 7793 4713.

We also provide inhouse and public training courses. Visit www.sitra.org/training or call on 020 7793 4713 for more information.



Sitra 3rd Floor 55 Bondway London SW8 1SJ
Tel: 020 7793 4710 Email: post@sitra.org Web: www.sitra.org

SitraCEO's blog: <http://sitraceo.wordpress.com>
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