



Western Isles Health & Social Care Partnership
Community Led Support Programme Proposal
January 2018

A proposal from **National Development Team for Inclusion**



About NDTi

[NDTi](#) is a not-for-profit organisation promoting equality for people who risk exclusion and need support to lead full lives. We make choice, control and opportunity for socially excluded people a reality in our communities. Our team works with government, local authorities, the NHS, voluntary and private sectors, user and family/carer led organisations to make change happen. We do this through supporting national policy development and working with local statutory and independent sector organisations to implement change.

We have a long track record of supporting individuals, teams and organisations through the design and delivery of a diverse range of development supports, training and facilitation programmes. Our people are recognised nationally for specialist expertise in learning disability, ageing and older people, mental health and children and young people.

More information about our [experienced and knowledgeable team](#) can be found on the NDTi website, alongside information about the extensive range of work that NDTi has been involved in developing and delivering over 20+ years. Current and previous clients include the Department for Education, Department of Health, Joseph Rowntree Foundation, the Winterbourne View Joint Improvement Team, NHS England, CQC, and Public Health England. Over the last three years, we have worked in almost every local authority area in England and many in other parts of the UK, particularly in Scotland, and we are proud of our reputation for high quality work.



Community Led Support
an NDTi Programme

About Community Led Support

Community Led Support (CLS) is based on a set of principles for how social care support should be delivered. These are implemented in ways that are determined by people directly delivering services along with local partners and members of the community they are serving. It builds on what is already working, joining up good practice and strengthening common sense, empowerment and trust. CLS assists organisations to work collaboratively with their communities and their staff teams to redesign a service that works for everyone, that evolves and is continually refined based on learning.

The NDTi is currently working with 14 adult social care and health services in Scotland, Wales and England and supports a vibrant network of learning and sharing which includes Healthcare Improvement Scotland. The network has increasing ownership of CLS as a concept and we are experiencing growing public and media interest as cultural and system change is resulting in improved outcomes for people, much more efficient and effective working processes and much more community-focused, timely and person centred responses.

About this proposal

Following initial conversations with Western Isles HSCP, this proposal describes a typical offer around Community Led Support tailored to specific requirements based on size and affordability. Following further discussion, the work programme and approach would be further adapted to local priorities, context and timescales.

1. Community Led Support Principles

1.1 NDTi delivers a programme of support tailored to each local area but with some common principles that govern the work:

- Co-production brings people and organisations together around a shared vision
- There is a focus on communities and each will be different
- People can get support and advice when they need it so that crises are prevented
- The culture becomes based on trust and empowerment
- People are treated as equals, their strengths and gifts built on
- Bureaucracy is the absolute minimum it has to be
- The system is responsive, proportionate and delivers good outcomes

1.2 An important part of process is for local stakeholder groups to agree a vision that is co-produced and locally tailored. This would happen early on in the programme to ensure that there is a common definition of success and that partners understand their collaborative role in contributing to realising this vision. Overarching, long term, core components of the vision that the CLS programme aims to support include:

- That local people receive support that is responsive, community based and focused on resilience and keeping them in control of their lives;
- That communities are actively involved in shaping and delivering local support and develop local solutions to respond to need;
- That social care practitioners feel supported and trusted, experience increased morale and ability to determine local working practices, develop skills to have asset based conversations with people and are skilled in identifying local solutions and have a positive approach to risk;
- That voluntary sector partners and other statutory agencies are involved in the delivery of information, advice and support at a local level and deliver support in a joined up, holistic way;
- That statutory services are of a high quality, are efficient and responsive and 'fit for purpose' in their ability to respond to increased demand on services within restricted budgets.

1.3 Work to support these changes is delivered through a combination of workshops, training, facilitation, mentoring and meetings. The aim of the NDTi input is to support local leaders in the implementation of the change process and the design of a transformed social care model, in embedding the cultural changes required to support the new ways of working and ensuring these changes are sustainable over time.

2. Programme activity

2.1 As part of the programme, Western Isles HSCP will be supported:

2.1.1 To secure local 'buy in' and engagement for the concept and agree a shared vision; this may be with senior stakeholders, local managers, staff and community partners.

A change programme of this scale needs to be well communicated and there needs to be an agreed narrative that describes its interface with other initiatives. Raising awareness through informal information sessions gives community members, partners, staff and other stakeholders a chance to ask questions, discuss the implications and the opportunities locally, as well as providing an opportunity to gather local intelligence. These sessions, which draw on successes being achieved elsewhere, serve to strengthen enthusiasm, motivation and ownership for the changes to be embarked on locally.

2.1.2 To support leaders at a local level to develop a delivery plan that is aspirational, challenging and deliverable; this will include leadership development as well as strategic planning support.

Strong leadership within the HSCP and across communities and partners is a key factor in implementing CLS successfully and within the desired time frame. NDTi would support that leadership development at all levels locally as well as provide dedicated support to the local implementation lead, with that person given the opportunity to join a leadership support programme across the network.

2.1.3 To embed within staff teams a strong culture of strengths based, person centred working and promotion of independence, choice and control within their practice;

An approach that looks first to the person's own strengths and gifts, their social capital and the community around them is widely now regarded as best practice. This often involves NDTi delivering workshops which focus on 'effective conversations' as opposed to professional led assessments and these can be delivered to all stakeholders involved in supporting people at all stages of the customer journey. NDTi can also assist in building local capacity to future proof this approach with train the trainer input if required.

2.1.4 To involve the voluntary sector, other partners, community groups and local people in collaborating together to develop new ways of working

Co-production is at the heart of CLS and it is absolutely key to the success of a CLS programme that partners from the voluntary sector as well as local community groups and individuals are meaningfully involved from the outset, and kept informed as much as

possible as the programme progresses. This needs to happen within the localities and the NDTi can support the local engagement process around CLS to gain involvement and contribution.

2.1.5 To streamline working processes and paperwork, devolving decision making to teams whilst strengthening responsibility and ownership of changes;

An asset based conversation between the practitioner and the person is essential but, to be effective, does need to be supported by the process, paperwork and systems around it. This includes considering the language used and questions asked and the process that begins at the first point of contact and follows a customer through to the conclusion of their enquiry, including those who go on to engage with the HSCP through SDS to receive one off interventions or on-going care and support.

Seeing people quickly after they have contacted the Council/HSCP for advice, information or support is an essential component of success and means people are much more likely to be responsive to conversations that look to their own strengths and those around them in identifying solutions. Process redesign workshops will therefore be required to address this in order to design and test new systems and recording that would be most effective.

2.1.6 To explore new ways of managing demand that may involve setting up ‘community hubs’ where people can have face to face discussions within their community and seek guidance and information and which may result in a proportionate assessment.

The approach of inviting people into a community venue for a ‘conversation’ helps not only manage demand more effectively by using time more efficiently but also, with an effective, asset based conversation that looks to community solutions building on the person’s strengths, is more effective in enabling people to remain part of their community for longer, preventing or delaying the need for paid support. This arrangement helps to fundamentally change the culture of expectation and dependency on paid support, particularly if local people and community organisations are involved in the planning and delivery of these community hubs.

2.1.7 Through the NDTi research and evaluation team, to understand the impact of changes and to evaluate the effectiveness based on clarity around the desired outcomes and definitions of success.

An important part of embarking on cultural and process change is to agree with a range of stakeholders what the current context and key drivers for change are, how success will be defined, what the indicators of that success will be and therefore what data needs to be measured and what information collected and analysed. It also will identify what is currently being collected that can be utilised, and crucially, what bears no relation to the success in question.

This would initially involve a one-day workshop that would develop a simple ‘Context Mechanisms and Outcomes’ (CMO) grid facilitated by two NDTi staff (including one from

our Research and Evaluation team) to work with a multi-stakeholder group to consider the following questions:

- What is it we're trying to achieve? What will success look like?
- What is the current context within which we're working? What can help and what might get in the way?
- How could we achieve this change?
- How would we know if the intended change was happening? What will we use to measure this and what data do we need to collect?

The output of this day would be a draft first stage CMO grid that would form the basis for future more detailed work to implement plans and ensure that the right information is being collected and a benchmark exists to measure change over time. On-going input from the Research and Evaluation team is included in the programme time.

3. What will the programme consist of?

- 3.1 The programme runs for 18 months as a rule but this is flexible to local circumstances.
- 3.2 The programme, tailored to the requirements of Western Isles includes **47 days** dedicated work on behalf of the NDTi and we anticipate that approximately 80% of these will be carried out on-site. The detail for how these are used will be agreed with local leads.
- 3.3 We expect that each site will have its own priorities, work focus and delivery methodology. However there is a strong culture of information exchange and shared learning and therefore we expect participation in CLS networking events, both across Scotland and the UK, to share experiences and learning with other sites.
- 3.4 This proposal therefore involves three UK wide residential events at which Western Isles would have five places and a further three Scottish one-day events, plus access to an online network forum for an unlimited number of staff and partners.

4. Costs and timescales

- 4.1 The inclusive cost of the CLS programme, as outlined, is **£54,500 + VAT** and can be invoiced in instalments as required, over the life of the programme.
- 4.2 Timescales for this proposal would be agreed following further discussion.

5. NDTi staff

- 5.1 Louise Close (CLS Programme Associate) would be the Site Lead on behalf of the NDTi who will coordinate the work and liaise with the contract manager. NDTi have a dedicated team

working on the CLS programme with a range of skills and expertise and these will be drawn on as needed from within the team.

6. Things we request of the commissioners of this work

6.1 In order to be able to deliver on this work, within the timeframe and to a high standard, we ask the following of those commissioning this work. These represent standard requests that we make of all organisations we work with:

- A single programme sponsor at a senior strategic level who will provide visible and vocal leadership for the vision of CLS.
- A single point of contact, at Senior Management level, to be responsible for overseeing the implementation at local level and to liaise with NDTi about this work and regular scheduled phone calls or meetings with that person to discuss progress. It is a key success factor that this person has dedicated time to focus on CLS as well as programme support by way of dedicated administrative time.
- A range of other identified people across the area who will be able to have informed conversations with us about this work to ensure it is fully contextualised, and who will gradually assume proactive leadership of CLS at a local level.
- That any issues or concerns about the delivery of this work are immediately raised with NDTi's Site Lead.
- That the Site Lead is appraised of any material changes to the context in which we are working that may affect our capacity to deliver the specified work, or the site's capacity to implement the programme as agreed.
- Confirmation of a Purchase Order for this work, and payment of all invoices within 30 days of issue.
- Permission to use your information to communicate with you and share information, learning and resources that relate to your areas of interest and work.

7. Contact Information

For further information or to discuss this proposal in further details, please contact:

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