

## Innovation Fund- building the capacity of Providers and Workforce development

The **National Strategy for Self-directed Support (SDS)** was launched in November 2010. The Scottish Government recognises that building the capacity of providers and developing the workforce are closely linked to the effective delivery of Self-directed Support. Providers of support and the workforce have a key responsibility for successful implementation of the strategy.

The '*SDS Innovation Fund*' (2015-2018) aims to support innovation and develop the capacity of providers to develop the workforce and to support people using SDS to directly or indirectly purchase support. £1.25million has been granted to 21 projects in Year 1 of the Fund (2015-2016).

In October, participants were asked to report on progress of funded projects over the first 6 months. A number of projects are still in development with 5 organisations reporting on employing new project staff. The nature of the Fund means there is a large variety of activity being undertaken. Key activities reported on in the period include:

### Innovation Fund

#### April – September 2015 Delivery

- **11** projects reported on development of project materials including marketing materials and planning materials such as evaluation plans;
- **7** projects reported on the development of arenas for Practitioners to access resources and share learning, including roadshows and websites;
- **6** projects reported on development of training materials and delivery of training for Practitioners;
- **2** projects reporting on working with Local Authorities to embed SDS; and
- **2** projects reported on the creation of opportunities for people accessing care support to try new/ different activities and socialise.

The Fund is supporting new approaches and therefore groups reported on a range of other initiatives including:

- the development of an on-line platform to enable people to manage SDS budgets and report progress towards personal outcomes;
- the recruitment of Personalisation Ambassadors to support the workforce understand and embed SDS practice;
- business support to a Co-operative and people developing and managing micro-enterprises which deliver personalised care;



Participants in The Advisory Group's 'Taster Sessions' during Learning Disability Awareness Week

- training for Carers on Option 1;
- design of an exclusive PA employer insurance premium that allows greater 'pooling' of SDS resources;
- piloting the use of SDS for employability;
- creation of a community forum for people with learning disabilities to have their say in Inverclyde; and
- work with young people to plan outcomes and their transition to adult services.

It should be noted that this summary has been pulled together from what projects have reported. It likely won't include ALL work that has taken place as some reports had more detail and clarity than others. Over the next 3 months **Inspiring Scotland** Performance Advisors will work with all the funded projects to better understand the activities of the *Innovation Fund* and where possible collate project outputs to enable more cohesive learning from activity.

## Innovation Fund

### April – September 2015 Client Groups

The Fund is supporting culture change and learning for the Workforce as well as addressing the needs of specific client groups, particularly those who have not benefited from SDS to date. Client groups identified in *Innovation Fund* applications and the October progress reports are therefore more numerous than the *Support in the Right Direction Fund*. The client groups projects identified as supporting are: (organisations will support more than one group)

Carers including families	6 projects including Lothian Centre for Inclusive Living, Thera Scotland and The Advisory Group
People with learning disabilities	6 projects including C-Change, ARC Scotland, Quarriers and The Advisory Group
People with physical disabilities	5 projects including Scottish Union for Supported Employment (SUSE) and Carr Gomm Futures
Young People needing care support	4 projects including Thistle Foundation, Quarriers and In-Control Scotland
Practitioners and Providers	3 projects focussed on Practitioners including NHS Education for Scotland and Scottish Care,

In addition:

- 3 projects identify as supporting anyone eligible or in need of social care;
- 3 projects are supporting people affected by substance misuse;
- 2 projects are supporting people who have experience in the criminal justice system;
- 2 projects are supporting people with dementia;
- 2 projects are supporting people with Autism;
- 2 projects are supporting people with sensory loss;
- 1 project is supporting children involved in residential and community-based education;
- 1 project is supporting people who live in residential support services;
- 1 project is supporting people who are homeless;
- 1 project is supporting unemployed people;
- 1 project is supporting people employing Personal Assistants and;
- 1 project is for Personal Assistants

## Innovation Fund

### April – September 2015 Areas of work

Funded organisations are working throughout Scotland. A review of project applications and progress reports identified 6 organisations working nationally - ARC Scotland, CrossReach, Mental Health Foundation, NHS Education for Scotland, Social Care Ideas Factory and Workers Education Association. Other areas where a number of projects are being delivered are:

Glasgow	6 projects including In-Control Scotland, Quarriers, Thistle Foundation & Turning Point (Out of the Box)
Midlothian	4 projects including Thera Scotland, and LCIL
East Lothian	4 projects including SUSE and LCIL
Renfrewshire	3 projects including C-Change, SUSE and Thistle Foundation
Edinburgh & W. Lothian	3 projects including Thistle Foundation and LCIL
Aberdeenshire	3 projects including SUSE, Turning Point (Out of the Box, IRISS)
Highland	3 projects including Growbiz, SUSE and Thistle Foundation

Other projects are operating in:

Aberdeen (2)	SUSE, In-Control Scotland
Argyll & B (2)	Carr Gomm Futures and Thistle Fdn
E.Ayrshire (2)	In-Control Scotland, SPAEN
Falkirk (2)	Scottish Care, Turning Point
E. Ren (1)	Thistle Foundation
Fife (1)	SUSE
Inverclyde (1)	The Advisory Group
N. Ayrshire (1)	SPAEN
Perth & K (1)	Growbiz
S. Borders (1)	Thistle Fdn
S. Ayrshire (1)	SPAEN

## Innovation Fund

### April – September 2015 Reporting on Outcomes

Fund recipients are working towards a range of outcomes for practitioners, providers, individuals and families. On the whole most organisations provided little information on progress towards outcomes in the first progress report. For many, this is due to insufficient output from which to draw learning – projects are just getting started or are in development stages.

Of the 20 progress reports, submitted at the time of writing, around 4 projects provided some useful outcome information and of the remaining 16, nine described feedback and evaluation plans.

**Refining outcomes:** As with the *Support in the Right Direction* Fund it appears there is work required to support projects to refine project outcomes. Many projects have numerous outcomes, some listing activities, some listing aims and making numerous impact statements that are very similar. Evaluation Support Scotland guidance states projects should not set too many outcomes (4 or 5 is enough) and groups should focus on the changes that are most relevant to their overall aim.

Due to the wide variety of activity being undertaken in the *Innovation Fund* it is more difficult to map project work against a list of identified outcomes. From application and progress report information Inspiring Scotland has drawn together a list of 14 outcomes for the Fund however and will be speaking with projects to see if these adequately describe the impact they are trying to achieve. This can then be used to report on the overall impact of the Fund.

**Developing outcome monitoring plans:** Where there is not one already in place, organisations receiving *Innovation Fund* money will be supported to develop an effective outcome monitoring plan. Identifying outcome indicators is critical to this, and will be looked as part of Inspiring Scotland's support. This work will also be informed by the Coalition of Care and Support Providers (CCPS) analysis of the Providers and Personalisation (P&P) programme.

In terms of good practice, The Advisory Group (TAG) provided a full progress report which described different project activities and how they have started to contribute to different outcomes for both the workforce and people with disabilities. TAG also used pictures and quotes to highlight feedback.

TAG are recording the journey of the project through photographs and video. The main evaluation will be in the form of video diary where progress of each individual is tracked from learning about SDS, through Outcomes for Living (course), engaging in taster sessions, meeting people with shared interest to finally seeing how SDS can transform a person's life.

## Innovation Fund

### April – September 2015 Outcomes

The nature of Fund work and the stage of development for most projects makes it difficult to provide a summary of outcomes achieved at this point.

Projects have reported however that they have helped at least:

- 400 people know about and access community services;
- 200 practitioners have taken part or accessed training materials; and
- training and materials have been made available for approx. 272 people in need of care and support.

There is some indication from progress reports, that activity is resulting in **people feeling more confident and informed, and has enabled people to think more positively about the future.** ARC Scotland, Thistle Foundation and Lothian Centre for Inclusive Living provided quotes and case studies to highlight this.

## Innovation Fund

### April – September 2015 Challenges

As with *Support in the Right Direction* some projects reported staffing issues (recruitment and absence) and the difficulties of partnership working and organisational changes impacting on delivery in the first 6 months.

There were also challenges highlighted in working with Local Authorities including:

- the disjointed nature of local authorities and lack of clear channel of communication making it difficult to recruit participants to courses;
- difficulties in engaging as projects are seen as too risky (or without case studies to evidence impact); and
- some local authority workers continuing to have an underlying reticence about the principles of SDS, viewing SDS as a barrier which prevents efficient and effective service delivery.

For others the nature of Social Care work provided some challenges with projects concluding that:

- partnership working is difficult between different social care service providers who frequently find themselves in competition and may be reluctant to collaborate; and
- pressures on support hours, budgets and the availability of staff is making it difficult for staff to participate and attend training sessions.

SCIF describe challenges of wider participation by the care sector that still relate to a culture of corporate care, territorialism, ownership, hierarchical power and politics.

Other challenges described include the transition towards integrated health and Social Care services. This has created delay in establishing ongoing SDS relationships at a local level due to the large number of changes, consultation events, strategic planning meetings currently happening.

Budgetary pressures are also highlighted with one project describing how many people accessing support have concerns over the introduction of SDS due to negative perceptions, and views that SDS is seen as a way of reducing existing services or increasing charging policies.

The SUSE employability pilot outlined challenges recruiting people to the project. This was not particularly unexpected as they were aware that employability is not considered in individuals' outcome planning and up-to-now, in many places, individual budgets are given to people with high support needs, for whom work may not be appropriate.

## Innovation Fund

### April – September 2015 reports - Conclusion

Of the 20 projects that have reported, £400,841 has been spent in the first 6 months of the Innovation Fund. There have been delays and challenges which have affected project plans and the nature of some of the innovative pilot work means progress reports describe more development work than activity output and progress towards outcomes at this stage.

There are some examples of significant volumes of activity being delivered with ARC Scotland, TAG and Thistle Foundation all reporting numbers of people participating in projects.

There is work to be done to ensure clarity in reporting and to ensure completed reports are useful for both Fund recipients and Scottish Government to learn from the innovative work being undertaken. The range and nature of projects being delivered means standardising reporting against a set of outputs and outcomes may not be possible, but Inspiring Scotland visits will explore this as well as support organisations to develop or improve outcome monitoring plans where needed.

Inspiring Scotland contact with Fund participants has been positive and where face-to-face meetings have taken place there is enthusiasm to engage, a thirst for support and a willingness to share learning and learn from others. There are some small changes that could be made to smooth the reporting process and grant instalment claims, including clearer communication and increased timescales. Dialogue is on-going with grant holders and Scottish Government and will inform any changes.