

BIG ISSUE 1: STRATEGIC PLANNING / COMMISSIONING

Need for a 3-5 year plan

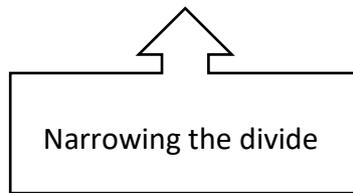
- Clear definition of Cumbrian “need” – what is the demand?
- Guidance for potential providers “Building the Right Support”
- Development of a variety of models and ideas (not one size fits all) – learning from outside Cumbria



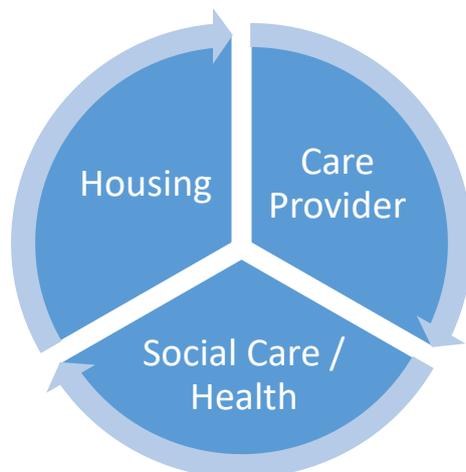
Housing / Buildings



Support and care provision



Unpicking the procurement process:



PROCUREMENT AND TENDER PROCESS

- Would be helped by longer term contracts
- Need to match people's needs and tenders, if not single service look to group.
- Dilution of skills when tenders are not specialised (generic social workers didn't work). The more information the better.

BIG ISSUE 2: PROCUREMENT

Process:

- Need a process that is manageable for both small and large providers
- At least 6 weeks to complete tenders
- Ability to assess prior to contract award – e.g. Trusted assessor scheme – agreed assessment process that fulfils requirements of all providers. A single provider undertakes an assessment on behalf of all of the providers and shares, rather than multiple assessments.
- Centralised system or verifying core standards e.g. approved provider list
- Procure support model rather than based on individual need to build capacity in the system
- Commissioning both a framework level and 'small supports'
- Outcomes focused commissioning /procurement
- Costs that include additional factors e.g. travel, accessibility, skills

Systems:

- Centralising some functions e.g. training (will help with culture change), quality assurance, capability (LDAF was good in relation to this)
- Flexibility to work co-operatively with other providers – essential in rural areas.

BIG ISSUE 3: SYSTEMS

Single person commissioning

- Difficult to invest
- Lack staffing infrastructure

CQC registration

- Consistency
- Scale
- Registering the Right Support (limits innovation)
- Recognising different models
 - Nurse led
 - Community based
 - Multi-occupancy

Commissioning

- Timescales for transition: too short / too long
- Support around crisis / escalation

BIG ISSUE 4: RECRUITMENT AND RETENTION

- Matching staff
 - Person centred
 - Value based recruitment
- Benefits / perks
- Creative thinking
 - Shared support
 - Assistive technology
- Progression
 - Apprenticeships
 - Specific training / mentoring scheme
 - Specialised career pathway
- Needs promoting as a career – schools, colleges, placement opportunities
- Support staff teams values / ethos
 - Guidance
 - Supervision
 - Succession planning
 - Outcomes / challenges
 - Infrastructure development
- Partnership working - whole system

BIG ISSUE 5: SALARY AND STATUS OF STAFF

A centralised approach to the promotion of social care is required:

- How do we attract the right staff? (values and experience)
- Lack of joined up Cumbria wide approach to recruitment and particularly social care as a career
- Identify means of recognition and reward for staff rather than just focus on pay
- Focus on the benefits of higher level training on status – making this available
- Development of advanced practitioner role for staff working in more specialist services – will be dependent of availability of higher rate of pay
- Explore what funding pots are available to promote social care as a career
- Explore working with media
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Social Care Recruitment Partnership Group

To include local authority and providers

- Joined up approach
- Explore funding opportunities that may be available
 - More widely – regional
 - Other parts of the LA may have knowledge and expertise
- Publicity and marketing
- Recognition awards – council could organise
- Joint benefit schemes – increase options and reduce costs
- Credit unions

BIG ISSUE 6: PARTNERSHIPS

- What is 'warm commissioning' in practice?
- Providers don't understand commissioning pressures.
- Statutory services don't fully understand provider issues.
- Providers are omitted from agency strategic meetings.
- Providers can help formulate strategies.
- How do / can commissioners know about the actual quality differences that separate providers.

Need:

- Involvement
- Relationships / trust
- Opportunities to learn not just from what went wrong, but from what is going well would be welcome

BIG ISSUE 7: CULTURE

Need to understand what a culture is before you can successfully challenge it – challenge assumptions. What does good like for the individual?



Positive attitude / behaviour of staff in order that a positive culture can be embedded and reinforced.

- Thinking about the language we all use.
- What questions can we ask at the recruitment stage?
- What behaviours / attitudes should we be looking for through induction?
- Accountability – using evidence to challenge how things are being done.
- Balance between support and safety.
- Tapping into community knowledge and community networks – knowing your neighbours, regular customers at preferred shops etc.
- Challenging professional perspectives or resources on offer – why are decisions made, where's the evidence and knowledge?
- Creativity – strengths based least restrictive options.
- 'Capable' environments.
- Engaging families in positive risk taking.
- Celebrating success!
- Lessons learned – who owns this? What do we actually learn from it? Where does the power sit?