

Developing Care: Inspiring Change 2004 to 2009 and onwards...



Care Sector Alliance Cumbria

Foreword



Welcome to our fifth anniversary celebration report!

Over the last five years CSAC has done its best to encourage recognition for the sector and promoted care as

a first choice sustainable job option. Above all, we have remained focused on the needs of our clients. CSAC has given care providers the opportunity to pick up and run with new ideas, encouraged research and evaluation and been loads of fun!

I firmly believe that CSAC has brought a sense of purpose to those who work in care and I hope you enjoy reading about some of our successes and get a real sense of what we are about. We are immensely proud of our recent Most Effective Partnership in Workforce Development and Winner of Winner Awards at the Skills for Care Accolades in November.

As a sector we face some challenges in the years ahead, but CSAC's ability to adapt will help us rise to the challenge of providing quality care provision in the years to come!

Mary

Mary Bradley
CSAC Chair

What is CSAC?

Developing Care: Inspiring Others offers the reader a snap shot of some of our most successful projects and activities. We have used the themes from our original Business Plan to showcase what makes Care Sector Alliance Cumbria (CSAC) special to its members.

CSAC was formed in 2004 following consultation with employers who said they would like help to improve the skills of their workforce. They agreed that by working together and with strategic agencies like the County Council and Skills for Care it would be possible to put the care sector on the map in Cumbria as a top quality career choice.

CSAC places people who use services at the forefront of care providers strategies, by providing: signposting; support and guidance for funding; promoting and sharing best practice; and bringing together providers in a trusting, open and participative manner to improve standards and perceptions of care.

"CSAC has transformed providers into a cohesive professional and participative force"

Barbara Redshaw, Risedale Estates Limited

Over the last five years we have: supported hundreds of training days; developed good practice guides; run conferences; awarded grants to support workforce development; developed training programmes; participated in national research; introduced a Care Champions scheme and much, much more. We're delighted that this work has been recognised as good practice and that we have won a number of awards as a result.



Messages of Support

"If people accessing social care services are to feel satisfied and confident about the support they receive, it's vital that the individuals working face to face with them are appropriately skilled, competent and empathetic.

For five years CSAC has been blazing a trail in relation to this. Its successes have been recognised nationally and have contributed to Cumbria establishing itself at the forefront of social care innovation.

Care providers tell me how valuable they find the support offered by CSAC and give examples of the impact its initiatives have had on the confidence and motivation of their staff.

This has inevitably led to improvements in the quality of the services delivered and therefore a better quality of care and support for Cumbria's vulnerable people, which is what we all aspire to achieve. The Adult and Cultural Services Directorate of Cumbria County Council is therefore delighted to be the lead strategic partner in CSAC and looks forward to continuing to support CSAC in the years ahead."

Jill Stannard

Corporate Director, Adult and Cultural Services Directorate, Cumbria County Council



"The development of a skilled workforce capable of supporting our economy and ensuring high standards of living for all of Cumbria's citizens cannot be left to chance. It's important that workforce development, which links the acquisition, use and renewal of skills, together with workforce organisation and planning, is encouraged and supported.

In social care, where vulnerable individuals receive services, it's essential that the County Council takes its responsibilities to support the workforce development of our private and voluntary care provider partners seriously.

We do this confidently by supporting the work of Care Sector Alliance Cumbria, an exciting and innovative employer-led alliance that has deservedly received national recognition for the excellent work that it does.

As CSAC has Cumbria's care employers at its very heart, it's able to respond to the workforce development needs of the sector in a very timely and relevant manner.

I wish CSAC a very happy 5th birthday and look forward to continuing our very successful liaison."

Peter Stybelski

Chief Executive, Cumbria County Council

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Working Successfully Together, and With Others

Establishing CSAC and making it work has been all about partnership - both with care providers and external agencies. We are fortunate to have a committed membership who often put their CSAC involvement before their own businesses and who, whilst business rivals, are in the words of our chair Mary,

.....
“terrific and supportive to work with.”
.....

In recognition of our positive and successful approach to partnership, CSAC won the Most Effective Partnership for Workforce Development Award at the Skills for Care Accolades in November 2008. The awards celebrate best practice and innovation by adult social care employers.

The picture below shows some of our happy band receiving their award from Phil Hope MP, the Social Care Minister and David Behan, Director General for Social Care at the Department of Health.

And as if that wasn't enough to demonstrate CSAC's success, we also won the "Winner of Winners Award" shown in Mary's hand.

.....
“CSAC is really proud to have won these awards and we want to thank everyone who supports our initiatives, gets involved in our work and contributes to the Alliance.”
.....

Lesley Gill
CSAC Workforce Development Officer

Successful partnership working requires the establishment of networks to bring people together which is why we have set up a range of successful groups including our Implementation, Recruitment and Retention, Induction, and Conference Steering Groups together with an Education and Training Provider Forum.

CSAC is also part of the Skills for Care regional network, which means that we have the opportunity to catch up regularly with colleagues from across the rest of the Northwest to share our experiences. As our lead strategic partner, we work very closely with Cumbria County Council and in particular Adult and Cultural Services. We also have strong links with a number of other strategic agencies such as Jobcentre Plus and the Learning & Skills Council.

.....
“Working in partnership with CSAC has meant that Jobcentre Plus now offers more help to both care sector employers and those customers seeking work within the care sector.”
.....

Chris Ion
Labour Market Recruitment Advisor, Jobcentre Plus

With around 250 members, CSAC works with the majority of care providers in Cumbria.

Members come from all disciplines within the private and voluntary sector including: domiciliary care, residential homes, learning disabilities, alcohol and drugs, children and young people and mental health, and in 2006 we were delighted to welcome Cumbria Care, the County Council's own care provider, as members.

As providers of residential, home care and day services, Cumbria Care brings a wealth of experience and knowledge to the CSAC partnership.

What Employers Want

Listening and responding to the needs of our members is what makes CSAC successful. Following the 2005 conference, CSAC worked with Move On to create the MOVE ON CAREfully IN CUMBRIA programme.

We developed new Effective Communication learning materials in partnership with employers and Training Providers, and piloted these with some of our members' staff. The programme was so successful that it was made available to all care providers in Cumbria.

The MOVE ON programme had a profound effect on all those who participated - both the employees:

“I am more assertive and confident”, “I take decisions without thinking twice.”

and the employers:

“There is an improvement in staff motivation and confidence, but also in day to day writing skills, passing messages and improved communication.”

2005 Conference: Facing the Future

Our first conference was an opportunity for the new membership to meet and put names to faces.

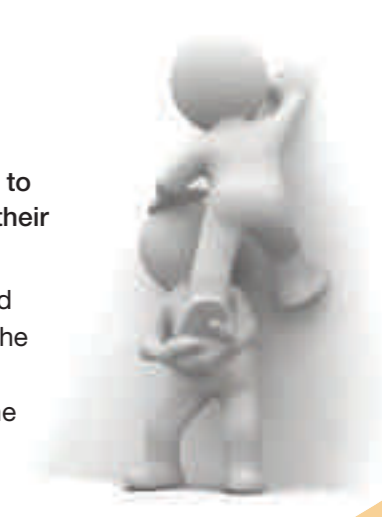
The conference explored ways in which members could face the future together by exploring the link between staff performance and business success. There was a presentation about the Move On project which showed how English and Maths could be incorporated into training programmes to the benefit of providers and service users.

Move On - ESOL

Following the success of the original Move On programmes, when employers asked us to produce a MOVE ON programme suitable for migrant workers for whom English is not their first language, CSAC and partners did exactly that.

The programme didn't only focus on improving participants language skills but also helped them understand cultural expressions and dialects. For instance one learner told us that she originally thought 'spend a penny' meant the person she was supporting wanted to go shopping. Thankfully the programme helped her and others increase their awareness of the phrases like these that most of us take for granted.

Contact us for more information about the MOVE ON CAREfully courses.



CSAC Induction Programme

We all recognise that introducing a new member of staff to the workplace can be tricky. In 2006 CSAC together with some keen employers developed an Induction Pack to help the process along.

We produced tutor and candidate packs and distributed them to our members. In 2008 we revised the packs to take into account all aspects of the personalisation agenda and the publication of the new Mental Capacity Act. We continue to support multi-agency training on the Act including the Deprivation of Liberty Safeguards.

The Induction Packs are available from our website:

<http://www.cumbria.gov.uk/adultsocialcare/partnerships/csac/csacinductionmanuals.asp>



Understanding Training and Development Needs

As long ago as 2000, Modernising the Social Care Workforce, the first national training strategy for England, was launched by what is now Skills for Care. With over 2 million adults and children receiving care in England, an appropriately trained workforce is vital to safeguard the vulnerable.

One of CSAC's responses to this national strategy and its successors, was to establish an Education and Training Provider Network (ETPN) that works with our members to ensure that training provision in Cumbria is fit for purpose. ETPN representatives meet regularly to discuss key topics and stay in touch with CSAC, Skills for Care, the Awarding Bodies and Government related workforce development issues. The network has produced a Continuing Professional Development (CPD) Pack for organisations and individuals and some representatives are rolling out a performance management programme to care managers and supervisors across the county.

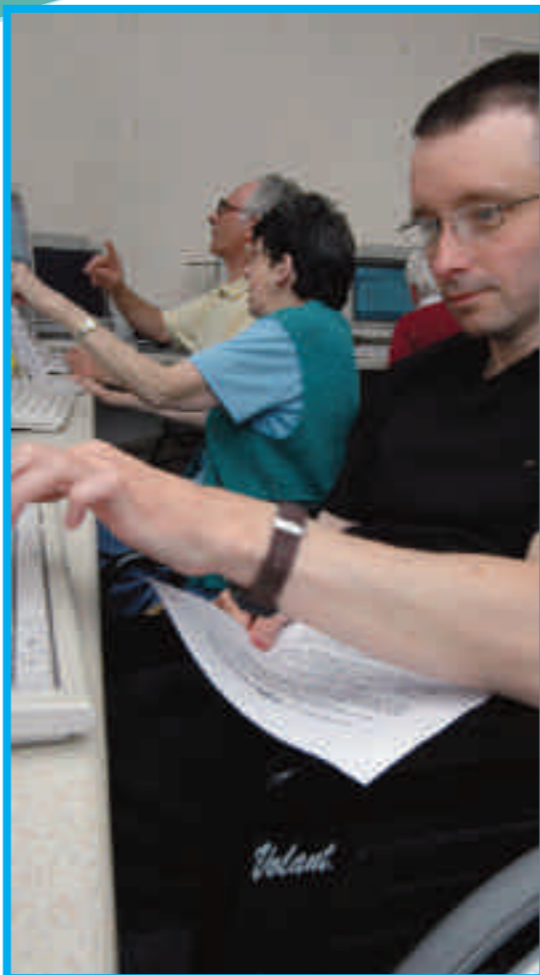
New Approaches to Learning

CSAC is at the forefront of new approaches to learning. We support a number of funding rounds for bespoke workforce development projects so that CSAC members can purchase training that's exactly right for their organisation. We also commission training ourselves such as our Performance Management Programme and an End of Life Train the Trainer programme. We also maintain an electronic Training Directory. Members can find a training provider in their area, book courses on line and receive course details.

Members also have access to the Social Care Information & Learning Services e-learning portal 'SCILS' which provides a wide range of learning and development solutions for staff throughout social care, health and children and young people's services.

Beacon Home Care

Using monies from a CSAC funding round, Beacon Home Care developed a training programme based around diet. The programme concentrated on potential issues of discrimination relating to cultural and personal beliefs. After considerable research they developed a programme to be delivered to 45 staff working in home care to help them recognise the sensitivity of dietary issues. Well-being is at the centre of the training programme which gives home care workers a general awareness of how beliefs can affect dietary choices.



Distributed to CSAC members between 2004 and 2009:

- £873,000 for NVQ, Induction and Skills for Life achievement
- £286,000 for bespoke workforce development projects

National Training Award - MOVE ON

Because CSAC tries really hard to understand and respond to the training and development needs of our members, we were delighted when our MOVE ON CAREfully projects were awarded a Regional Training Award as part of the National Training Awards 2008. The photograph below shows members of the project Steering Group receiving their trophies from Colin Jackson, Olympic medallist.

Not wanting to rest on our laurels, CSAC and partners, were keen to support the Skills for Care MOVE ON MATHS project which followed, with CSAC employers contributing to the materials preparation and sending staff on the pilot.



Sunbeams Music Trust

Sunbeams Music Trust provides Music for Life to people with special needs throughout the North of England with an increasing number of clients from disabled ethnic families. Sunbeams recognise that staff need a high level of awareness of diversity and equality issues. Following a successful application for funding to CSAC, one of the Trustees, Ife Akintunde (photographed right) delivered a day's seminar entitled "Disability Awareness and Social Inclusion." Ife was uniquely placed to deliver the course as he is a Nigerian who was born blind and is now living in Cumbria. The aim of the seminar was: to promote awareness; to ensure that the difficult combined subjects of racism and disability were fully aired; and to provide methods to counter incidents if they arise during Music For Life sessions.

The seminar was delivered to 22 Sunbeams staff, trustees, musicians, facilitators and volunteers. All attendees absorbed a huge amount of information which enabled them to handle potential situations with a deeper understanding and empathy.

2006 Conference: Inspiring You: Impassioned Staff: Impacting on Services

Building on the success of our first conference, our second focused on how inspired and impassioned staff will deliver improved person-centred services. Presentations included a powerful film starring Virginia McKenna about a stroke victim, Elsie, who is desperate for her carers to see the person inside; an update on the MOVE ON CAREfully project, performance by Moveable Feast Arts Theatre Group and the launch of the CSAC Induction Programme.

If you'd like more information on the DVD please contact Lesley Gill.



"As the direct result of funding from CSAC, our staff and clients will all benefit from a deeper understanding. Thank you - we are very grateful"

Annie Mawson
Founder of Sunbeams Music Trust

Impacting Positively on the Lives of People Who Access Services

Talk Back

If partnership working has been instrumental in the success of CSAC, then those who access services have always been at the heart of what we do and why we do it.

Improving the lives of service users is closely linked to the attitudes and capabilities of those who care. Over the last five years, CSAC has worked hard to offer support to care providers and employees.

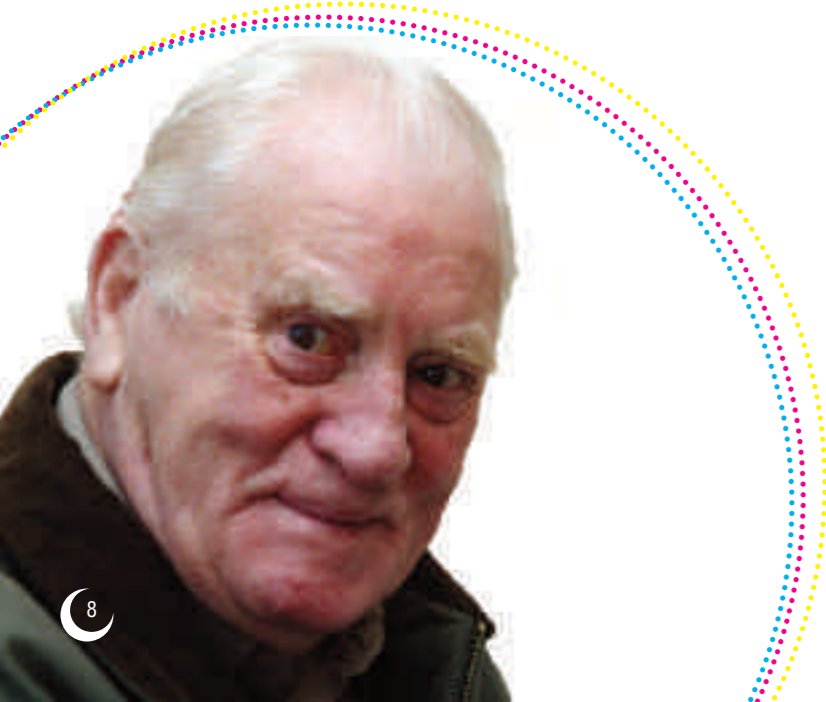
In 2006, CSAC working with Age Concern North West, piloted a new approach to gaining service users views. A team of older people were recruited as Peer Researchers and trained to interview clients. The researchers tested their new skills with the project "You Feel As Though You Are Still Someone" which:

- Interviewed 27 older people who received help from carers in residential care and in their own homes
- Focused on how the carers delivered care and how their training could be further improved
- Found that service users directly benefit from being involved in service assessment
- Collected many positive views and identified some vital issues including concerns over food handling, cooking and diet

The project report was presented at the CSAC conference in 2006. Cumbria now has 20 trained volunteer researchers who have undertaken research for the University of Cumbria, Age Concern, Copeland Borough Council and Cumbria County Council.

Interestingly, the researchers have reported an improvement in their own personal well-being and

"a greater enthusiasm all round."



Personalisation

The personalisation agenda is moving at a fast pace in Cumbria with Cumbria County Council signing up at an early stage to be a pilot site for the national "in Control Total" project. This project aims to transform the way that social care services are run so that individuals who are entitled to support are able to decide how their entitlement is spent therefore helping them achieve the outcomes they want.

CSAC is a member of two project boards "Contracting & Commissioning" and "Learning & Development" and therefore is able to contribute to discussions about the

way forward. Following consultation with employers we are about to deliver a bespoke programme designed to help employers position themselves appropriately in the changing market place.

Additionally, as part of a national 'Practicalities & Possibilities' Project we helped care providers improve their person centred thinking systems by facilitating workshops and then providing grant funding to embed good practice within their organisations.

Autism Awareness Programme

CSAC has joined with Marion Jones, the County Council's autism specialist, to offer a programme of training courses about autism spectrum disorders. The training is open to staff from any CSAC member organisation who feel that increased knowledge would be useful.

Activities Programme

As part of the North West's Health and Wellbeing Project, CSAC together with Age Concern North West Cumbria, organised three programmes designed to get Activity Co-ordinators from Cumbria's care providers to consider new ways of working, so that people receiving services from their organisations are motivated and engaged in meaningful to them activities.

Safeguarding Adults

Across Cumbria, a number of statutory organisations have joined forces to develop a policy and procedures for safeguarding vulnerable adults. In partnership with the County Council, CSAC is involved in the delivery of Train the Trainer support.

Maximising the Potential of Your People

In response to some of the findings of the CSAC Recruitment & Retention survey, we decided to commission a Performance Management Programme that addressed some of the management issues highlighted in our staff retention research. Our aim was to support organisations to make a positive impact on staff retention so that people receiving services were more likely to have consistent support rather than have to form new relationships with a changing workforce.

A partnership of three local training providers successfully tendered to create and deliver a bespoke development programme which enabled participants to easily apply the learning back in the workplace. The content included: working with confrontation in teams; organisational communication; aspects of employment law; time management; staff motivation; supervision; appraisal and stress management.

12 programmes have now been delivered across Cumbria. The course is modular enabling delegates to attend individual sessions, or all 8, and to gain the ILM Certificate in First Line Management. Feedback from delegates has been absolutely fantastic.

2007 Conference: Equality & Diversity: Time for Action

As Cumbria's population continues to become more diverse, many people and organisations are still unclear about how to put equality and diversity into practice.

Our 2007 conference explored issues as varied as the benefits of employing older workers and how to support service users with mental health issues. Dr Sondra Cuban from Lancaster University presented her assessment of the needs of the social care migrant workforce in Cumbria. Throughout the day, Drama for Training performed workshops encouraging delegates to think in new ways.

"I really enjoyed the workshop run by Drama for Training - it was a different way to deliver training"

Heather Dixon, West House



"At the beginning of the day the subject was slightly daunting, by the end it feels a lot easier and approachable. Thanks."

Tom Anderson
Fire Service National Benevolent Fund

"It was easy to ask questions and not feel silly - a really useful day."

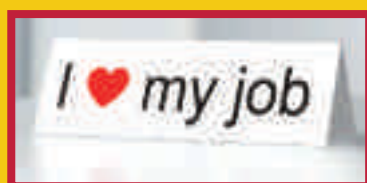
Margaret Holden
Stonecross Care Home

Helping Organisations Address Recruitment and Retention Issues

Staff Retention

Retaining staff has been high on the social care agenda nationally for a number of years. Issues of low pay, stressful and difficult work and unsociable hours along with an often poor image of the sector have all been cited as having a negative impact on the recruitment and retention of staff. Recognising the difficulties faced by our members in Cumbria, CSAC undertook its own retention research in 2006.

We asked front line workers what they liked or didn't like about their jobs and also what their perceptions were of their own organisation, whether communication was effective and what opportunities they had for training and development. We also asked what employers could do to help keep staff motivated and happy at work.



A number of themes emerged including the importance of: pay and conditions; communication; valuing and supporting staff; improving work life balance; and the need to offer opportunities for training. CSAC used the themes identified by the research to develop a Good Practice Guide to Staff Retention and since then the research report has also fed into our recent Recruitment & Retention Strategy - Meeting the Need.

Meeting the Need

In 2008, CSAC appointed a Recruitment & Retention Officer to create a strategy and begin to put it into action! In a few short months, Sandy Armstrong, pictured left, has begun a number of practical initiatives to generate awareness including:



- R&R, CSAC's monthly recruitment and retention newsletter;
- The opportunity for employers to advertise vacancies for free in the fortnightly Social Care Jobs Update;
- The promotion of the Recruitment & Retention Officer as a single point of contact for all recruitment and retention issues.

CSAC has strengthened links between social care job seekers and potential employers, helped by an excellent relationship with Jobcentre Plus. All of this activity is supported by

Social Care Jobs and Careers Fairs across the county.

One satisfied customer is Diane Smiley of Cumbria View Care Services who says:

"The biggest change has been the improvement to the image of working in the care sector and the many career pathways it can offer. The Jobcentres now have a better understanding of care work and stronger links are being made with care providers. The R&R newsletter offers good advice to all providers and the opportunity to employ staff through the Job Seekers Database is revolutionary! The work being done by Sandy will impact enormously on the historic staffing difficulties within the care sector in Cumbria."

Care Champions Scheme

CSAC recently asked its members to nominate willing and enthusiastic care staff to become Care Champions and to join a team, led by Tricia Maiden, to promote the benefits of a social care career to young people and others. We're delighted to announce that 22 individuals

have now graduated from three training programmes and are running workshops and giving presentations in a range of settings.

To find out how you and your staff can get involved, just give us a call.

Social Care Careers Fairs

Careers fairs have been held at Rheged for the last two years. Hosted by Cumbria County Council in partnership with CSAC, they have proved excellent opportunities to bring employers and potential staff together. CSAC employers join other agencies to run stands and talk about the opportunities they have available. These events absolutely buzz with atmosphere and to date each event has had over 400 visitors. Because of their success they are likely to become an annual event.

However CSAC also attends other jobs fairs to spread the 'social care is a great thing to do' message.

Developing Emotional Loyalty

Studies have shown that engaged employees are more productive; are off sick less often; learn faster; create a more positive atmosphere; and are keener to see that customers are satisfied. They are willing to go the extra mile for an organisation! In November 2008 CSAC commissioned JBE Training & Development to deliver a training programme called "Developing Emotional Loyalty" to senior and human resources managers which demonstrated how to create an engaged and loyal workforce.

Erica Tarney, Eden Country Care explains how emotional loyalty can work in practice:

"Shortly after the course we had to deal with a retention issue. By following the emotional loyalty interview approach, I quickly learned what the issues were and was able to offer a new and more challenging role for the individual. I now intend to roll out the emotional loyalty programme to all members of staff"

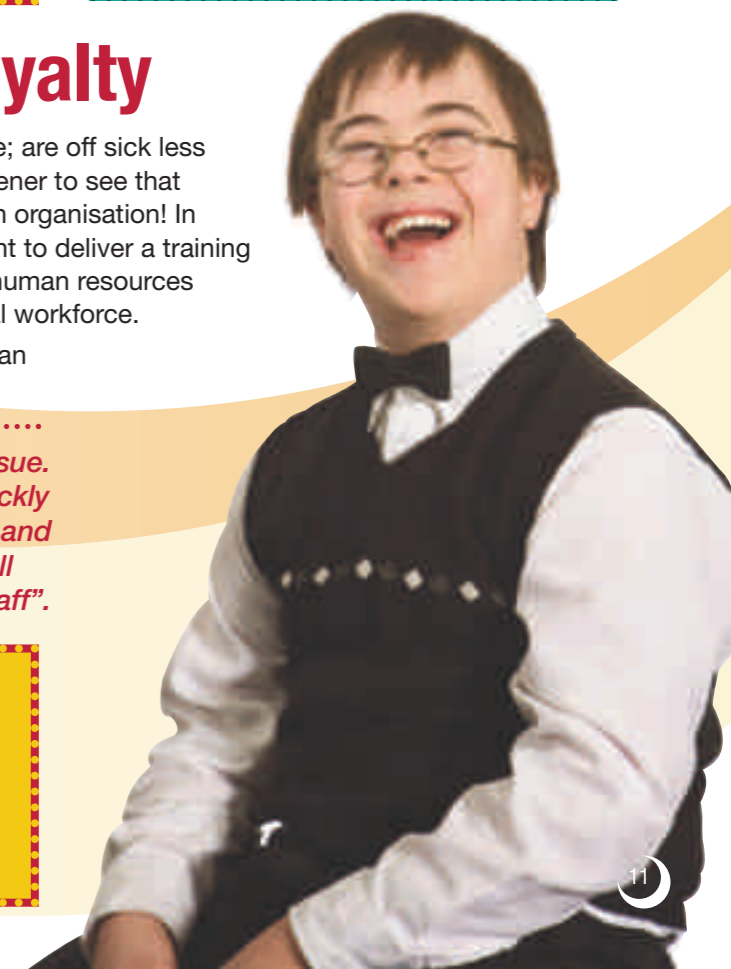
For more information about CSAC, please contact us:

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Tel: 01539 713327
www.cumbria.gov.uk/adultsocialcare/partnerships/csac/default.asp

2008 Conference: Leadership & Management - Maximise the Potential of Your People

Our 2008 conference explored all aspects of Leadership & Management with particular emphasis on the importance of visionary leadership to successful organisations.

Tim Farron, MP for South Cumbria, delivered the keynote speech and spoke about the impact that skilled and motivated managers can have on those who access social care services. Delegates also: listened to presentations from Jill Stannard, Director of Adult Social Care and Andrew Hickson, Cumbria Ambulance Service; participated in a theatre workshop about inspirational leadership; learned about CSAC's Performance Management Programme and undertook exercises in neuro linguist programming.



Looking to the Future

Lesley Gill, CSAC's Workforce Development Officer talks about her role.

How did you first get involved in CSAC?

I saw the post advertised and, as I had a keen interest in Workforce Development from previous roles, thought I'd apply. Luckily I got the job as I love it and get to work with lots of different people and do really interesting things, most of which play to my strengths.

What is your role and what does an average day look like?

My role is to continue to develop CSAC so that our work is relevant and responsive to our members. This means staying in touch with local and national strategic developments and initiating projects that address these. It's also important to understand the issues that affect employers so that we can plan how best to support Cumbria's care providers. I work very closely with the CSAC Implementation Group, which comprises of representatives from most social care disciplines and geographical areas, who keep me informed about day-to-day concerns and act as a steer for all CSAC activities.

Thankfully there is no average day, as each one is different. I might be writing a business plan or putting together a budget proposal for the County Council or project managing a particular initiative. Obviously as a large part of my work involves



networking I attend lots of different meetings. I also Chair various meetings such as the CSAC Recruitment & Retention sub-group.

What has kept you motivated to push CSAC onwards?

The people I work with and meet, the variety of tasks and opportunities to get involved in innovative projects and the chance to make some sort of difference to people's lives, both staff and service users.

What do you think has been CSAC's greatest achievement to date?

Probably our greatest achievement has been to bring confidence and support to care providers in respect of workforce development. I feel that Members are empowered, informed and energised to assist CSAC and each other to provide excellent and innovative services to the people who matter most - people who use services.

What are your ambitions for CSAC over the next five years... what do you hope CSAC will have achieved?

That we continue to thrive and support our members' organisational and workforce development activities, so that the skills, knowledge, commitment and motivation of care staff in Cumbria is the best in the country. And that this transfers to top quality care for individuals accessing services.

“Each November/December the CSAC Implementation Group comes together to consider the local and national climate and put together a business plan for the forthcoming year. This year's includes work on the personalisation agenda, promoting the Move On Maths programme, continuing the Performance Management Programme, falls prevention awareness and implementing the Recruitment & Retention Strategy.

We hope you have enjoyed reading how CSAC has endeavoured to develop care and inspire change within Cumbria over the past 5 years. We are definitely looking forward to initiating more innovative projects in the future and of course continuing to support our members. If you are an employer within the social care sector in Cumbria (no matter what size), and are interested in joining CSAC or just want to know more about what we do, please contact us.”

CSAC is supported by a number of organisations including:

- Cumbria County Council (lead partner)
- Skills for Care
- Jobcentre Plus
- Learning & Skills Council

