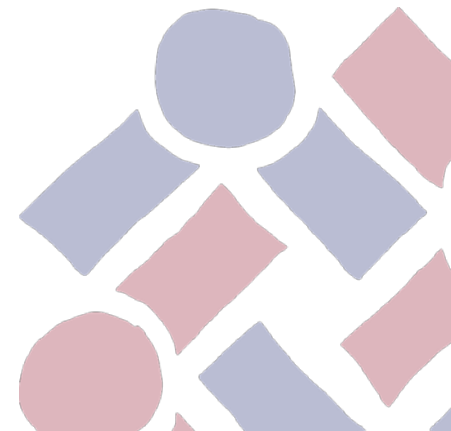# Community Led Support
First year evaluation findings, messages, lessons

Edinburgh, 5 December 2017

Evaluation Team ~

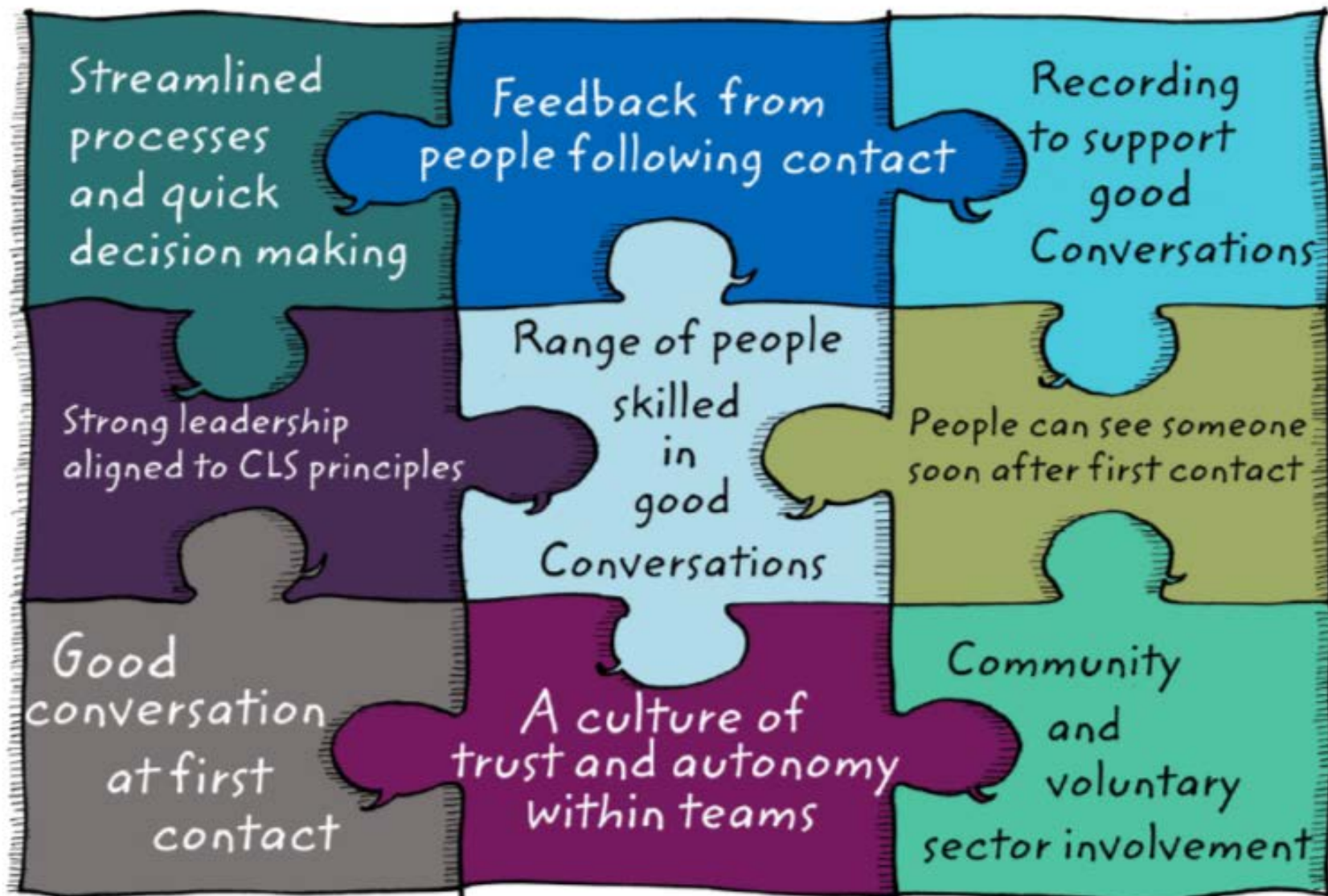Helen Bown, Jane Carrier, Carol Hayden, Yasmin Jennings

Sharing and reflecting on the findings and lessons

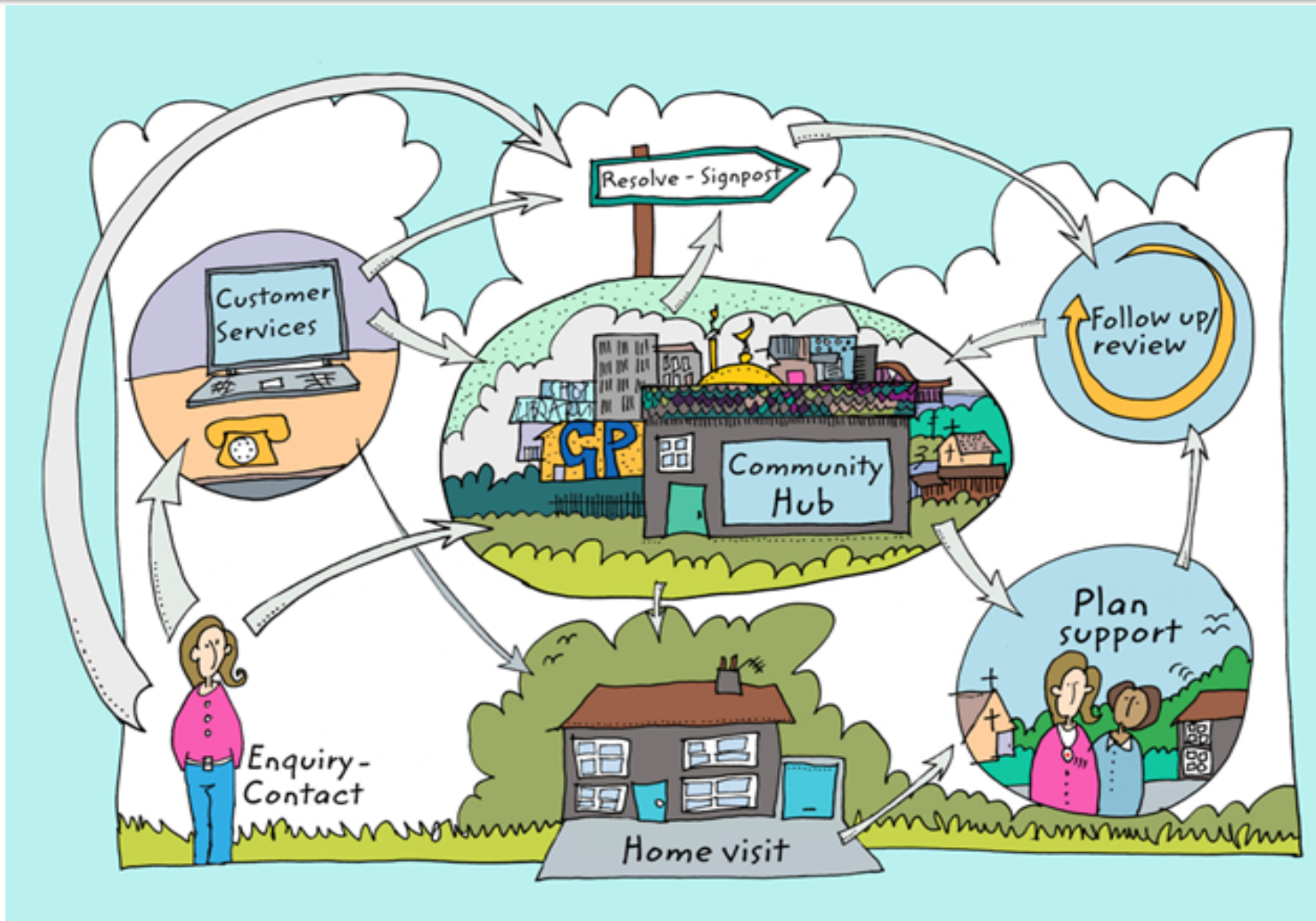- Hearing about the key findings, messages, lessons, recommended areas for action from the UK Community Led Support evaluation

- With a chance to use these to think about:

  - How the learning relates to your area?

  - What might you want to do differently in future?

  - How can CLS help inform/implement health and social care policies and practice in Scotland?

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So, what is CLS?

What it means for local people……

And what sites said…..

- "It's a different way of thinking, as well as a different way of working"

- "It's about 'what matters to you'. We get stories about people's journeys – freedom to talk with an individual and explore lots of options"

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Community led support evaluation sites

Denbighshire

Derby

Doncaster

East Renfrewshire

Leeds

Scottish Borders
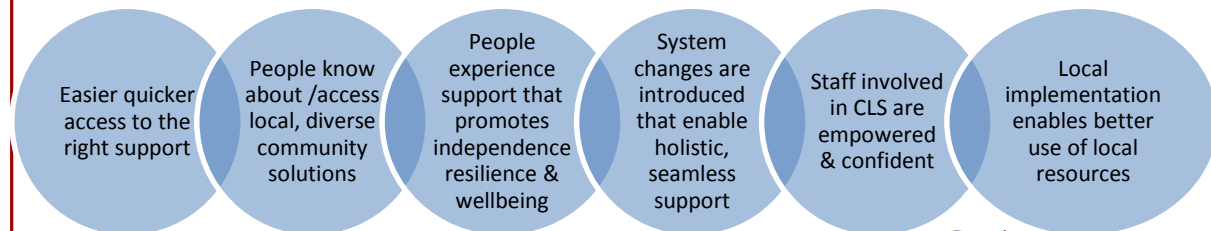
Shropshire

Somerset

South Ayrshire

The Need for Change

There is a need for a modern, more effective way of delivering social (and health) care support that strengthens individual and community resilience and wellbeing

The CLS Vision

Local partnerships where all agencies and communities collaborate to support people to live fulfilled lives.

This model will be established within 18 months, with arrangements in place for continual improvement, expansion and learning that influences national thinking and a growing knowledge base

Easier quicker access to the right support

People know about /access local, diverse community solutions

People experience support that promotes independence resilience & wellbeing

System changes are introduced that enable holistic, seamless support

Staff involved in CLS are empowered & confident

Local implementation enables better use of local resources

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What we did and what we found

Overview of CLS Evaluation Approach

- Theory of change framework
- Six outcome areas
- Progress towards outcomes/vision and how achieved
- 18 months
- Seven CLS sites (expanded to 9), 3 in Scotland: East Renfrewshire, Scottish Borders, South Ayrshire
- CMO workshops to agree local outcomes, actions, signs of change, data collection, site visits (interviews, group discussions, observations), costs/benefits of 2 innovation areas
- **Emphasis on learning**

Need for a modern, more effective way of delivering social (and health) care support that strengthens individual and community resilience and wellbeing

Need to do things differently:
Existing model doesn't deliver good outcomes and is expensive
Increased need, less money
Concerns about future of social work
Current services disconnected from communities they serve
Need more integration between agencies

What CLS will do:
At a local level it brings together all the partners to shape and implement a different and joined up approach with a shared vision
At a national level it captures and shares national learning about the application of a different model in various ways within diverse environments and contexts

We believe this will work because:
Experience demonstrates that it has the necessary ingredients for success
It brings together and builds on existing best practice locally and nationally
Early indications that it can achieve necessary cultural change

To develop local partnerships where all agencies and communities collaborate to support people to live fulfilled lives. This model will be established within 18 months, with arrangements in place for continual improvement, expansion and learning that influences national thinking and knowledge base.

Mechanisms/processes of:
• Maximum effectiveness at first contact point
• Community based 'hubs'
• Prompt, person centred conversations resulting in sustainable, community based solutions
• Efficient processes within organisations
• Cultural change based on trust and empowerment
• Increased collaboration with local people at a community level
• Joint working between organisations at a local level

Underpinned by:
Cultural change
Coproduction and asset based approaches
Effective collaboration /partnerships between public bodies, third sector organisations and local communities
Building on local best practice and strengths
Strong and dispersed local leadership

1. People have easier quicker access to the right support (right person, right place, right time)
2. People know about (and are accessing) very local, wide ranging and trusted solutions /options for support
3. Support and responses that promote independence, resilience, wellbeing
4. System changes that enable holistic, seamless support
5. Empowered, confident staff
6. Better use of local resources

More people living the life they want, where they want and achieving good outcomes
Individuals more resilient and exercising choice and control over their support
Services are higher quality, cost effective and sustainable
Changed expectations of statutory services
Agencies working collaboratively to achieve the shared vision

Source/type of data	Details including sample size where relevant	Additional notes including method of analysis
Waiting times	4 sites provided data on waiting times – for innovation sites, roll out sites, whole authority	Review of local quantitative data from these 4 sites.
Waiting lists	4 sites provided data on waiting lists (mostly relating to innovation areas)	Review of local quantitative data from these 4 sites.
"Footfall" thru hubs, number of appointments/drop-ins	6 sites provided data on attendance/non-attendance	Review of quantitative data from these sites
Nos using different kinds of support	Two sites provided data on different kinds of support	These sites participated in cost benefit analysis
Financial performance - resources allocated/spent on different kinds of support	4 sites provided financial analysis of varying detail/coverage	Review of financial info from 2 sites. Cost benefit analysis for other 2 sites (also provided info on support, above) .
196 people (staff, volunteers, partners, citizens) shared experiences, views, examples	Interviews Focus groups Observations – of hubs, peer forums, conversations	Transcribed, thematic analysis
73 change stories from 6 sites	73 stories from 6 sites	Thematic analysis of 52 stories from 4 site
Other	Customer & staff satisfaction surveys from 4 sites	Review of local data/information

WHAT?

- Better experiences and outcomes for local people

"an excellent idea"

"of benefit for the local, out of the way community"

(Local people, What Matters Ettrick, Scottish Borders)

Eastwood Talking Point, East Renfrewshire

"More positive than coming to the social work department – more privacy, more dignity, more accessible

(Social worker, South Ayrshire)

- Easier access & greater efficiency

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Headlines from final report: what is being achieved & how?

WHAT?

- ## Engaged staff and improved morale

"It's really good – a different approach to practice with no preconceived ideas. I'm enthusiastic. We'll have a better idea when we roll out … but it's helping communities pull together" (Social worker, Scottish Borders)

"Good idea, lots of people don't need full social work assessments. There are wider issues like loneliness. Social workers are learning about what [community] groups exist" (Social worker, South Ayrshire)
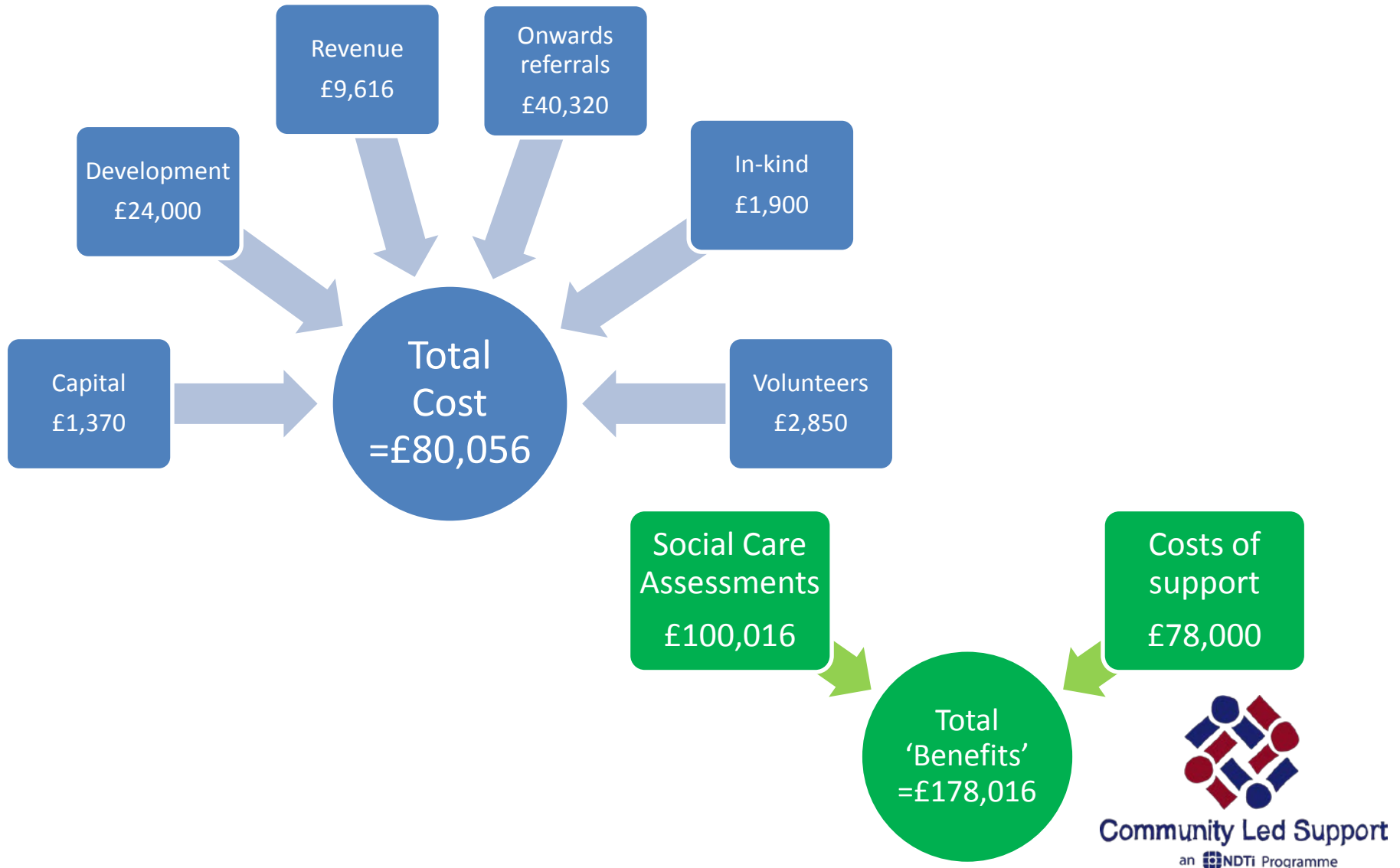
- ## Potential for savings

Example 1: partial CBA of innovation in English unitary authority

- Analysis of costs & savings for 1 year delivery in 1 hub area
- **Return of £2.22 (non-cashable savings) for every £1 spent**
- Fewer people waiting, for less time, fewer full 'social care assessments', more people having community solutions
- Conservative estimate of savings

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Example 1: Costs and benefits (costs avoided)

Headlines from final report: what is being achieved & how?

HOW?

- Test & learn, incremental approach

"Talking Points at [local community group meetings] have been very successful – they are so pleased that we have been coming to them"

"It's been important to identify some fixed TPs to go through the waiting list – a lot of folk shouldn't be on it".

(East Renfrewshire)

- Empowering leadership – that lets go of control

"It's my role to encourage and demonstrate leadership by chairing the steering group, holding talks/events with staff, reinforcing the importance of CLS (with a consistent line) and encouraging the cultural change necessary" (Lead Director)

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Headlines from final report:
what is being achieved & how?

HOW?

- Understanding the context so can build on good local stuff

"It's positive to use the third sector to deliver CLS as they are more responsive, fleet or foot and CLS plays to their strengths" (Manager, South Ayrshire)

- Synchronicity & partnerships

- Using the Programme / Network to develop, share, learn

"Sharing knowledge and referral links between staff attending Hubs took a couple of weeks because of barriers between 'the professionals' and the third sector – now after each session there's a huddle to discuss who's connecting to whom" (Scottish Borders)

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So , in summary – what helps CLS work well?

Simpler, faster, person centred paperwork

Ensuring the different conversations work throughout the system

Synchronicity for partners

Evidence – a compelling case for change

Values based practice

Working together to make the community elements work well

Unifying vision

New roles, skilled teams & team work ; colleagues & work locations – breaking down barriers

Strong leadership & enabling managers

Local solutions for local people – can challenge commissioning/procurement

Different ways of making £/support decisions with different partners (peer forums)

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Recommendations – what and where next for CLS?

- Continue to spread, expand & share what's working – and do more to support what works

- Realise potential for savings council wide

- Core data set for CLS

- Focus on outcomes for people and how these improve through community based solutions

- Consider CLS beyond adult services – move towards whole system approach

- Maintain connections, share learning to grow and strengthen CLS approach

- Review the vision & outcomes – fit for purpose?

- Examine CLS principles/ strength based approach and statutory duties

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"It [CLS] is all person centred – there's a freedom to talk with individuals and lots of options for signposting and connections. You can't solve all the issues yourself – you need the right person at the right time and have a conversation about what matters to you"

"We are now seeing something happening. It's a longer process if you're bringing people with you. CLS is a big risk. You have to stop operating in a narrow minded way and start thinking about what you're doing in a different way"

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