

# Individual Service Funds



# Choice Support

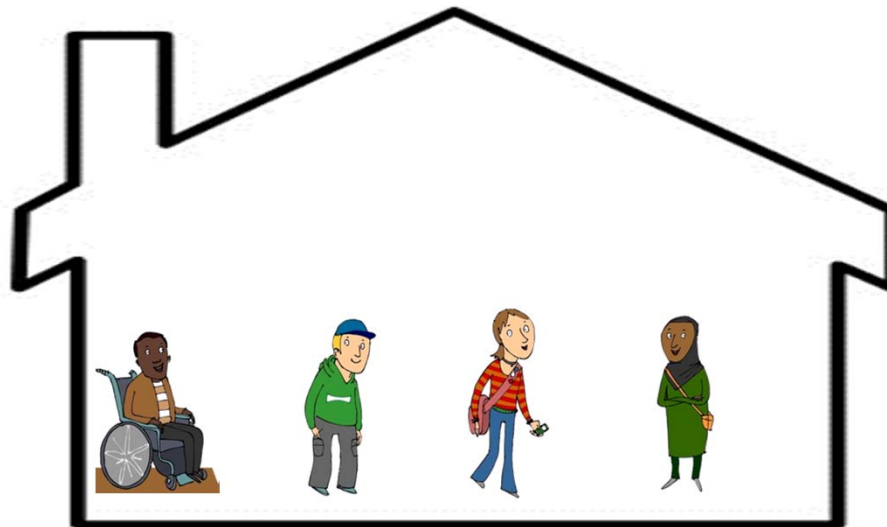
- **Charity and company limited by guarantee, established in 1984**
- **Work with people with learning disabilities, mental health problems, physical disability, Autism, Asperger's syndrome, homeless**
- **Turnover approaching £36 million**
- **Employs 1600 staff (approx.)**
- **Support 1400 people**
- **Supported living, Outreach, Employment, Experts by Experience**
- **Operate in Wakefield, Stockport, Cheshire Nottinghamshire, Mansfield, Bedfordshire, Milton Keynes, Buckinghamshire, Hampshire, Portsmouth, 9 London boroughs**



## Southwark 2010-14

*“Choice Support were pushing at an open door when they suggested an Individual Service Fund approach for transforming their services in Southwark”.....Chris Dorey, Commissioning Manager, Southwark Council*

- 152 people supported
- 66 living in registered care, 32 living in supported living, 54 having Outreach support
- Block contract - £6.5 million - 83 people



## What we did- Personalisation

- **The old block contract was converted to 83 ISFs with 83 personalised support plans created.**
- **‘Waking-nights’ were removed from 11 services (29 people) making Southwark ‘waking-night’ free.**
- **Increased use of Assistive Technology.**
- **21 care homes were de-registered.**
- **Phased closure of a former PCT campus-like site began.**
- **A Shared Lives service was established.**
- **Local authority was offered a £1,795,073 reduction in price on a £6.5 million contract (29.75%)**
- **Independent research identifies qualitative improvements on the night wakes and ISF implementation**

# Savings

FINANCIAL YEAR	PER ANNUM	CUMULATIVE
2010-11	£324,250	£324,250
2011-12	£310,750	£635,000
2012-13	£260,314	£895,314
2012-14	£250,041	£1,145,355
2014-15	£649,718	£1,795,073

## How savings were achieved (i)

The key savings agreed included reducing:

- the direct cost of hourly support rate
- local and central overheads to 15% of ISFs
- provision of support based on person centred plans (PCPs).

## How savings were achieved (ii)

- De-registering existing homes
- Reducing the cost of each support hour i.e. changes in existing staff terms & conditions and management restructure
- Reducing direct support hours, including waking nights and increased use of Assistive Technology (AT)
- Reducing overheads and closure of the local office
- Making better use of pooled budgets

## Kathy's story

- **In 2011 Kathy became the first person to have an ISF.**
- **Despite her complex and challenging needs Kathy has kept within her budget.**
- **Kathy was socially isolated. She is now thriving in her new home.**





## **What was needed**

**Person Centred Plans needed to be developed for each Individual**

**Individual Service Funds (ISFs) were devised from this Changes in support- We got creative!**

**Personal Assistants were introduced**

**Better Nights including AT was implemented, Sleep-ins for all, Robust risk management of changes**

**Culture Change- training for all**

**Creative Response- everyone got creative!**

**Managed : Strategically and Operationally**

**Externally audited outcomes**

**Continuous review**

## Person Centred Plans

- **Called ISF Support plan**
- **PCP Tools with individual at the centre**
- **What each person really wanted**
- **Focus on providing services to individuals**
- **Weekly timetable was central to developing the ISF**
- **Support plan discussed the ‘how’**
- **Circles of support were vital for those who lacked capacity**
- **Each plan had to go to panel with Southwark Social services to be agreed**

## Individual Service Funds

- **Individual budget for support as opposed to block contract**
- **ISF managed by Choice Support as agent**
- **Resource Allocation System (RAS) to set the level of ISF for each person**
- **Purchaser Provider Agreement**
- **Management of Individual Budget**
- **Protected Budget which was now portable**
- **Flexibility to achieve desired outcomes**

# Organisational Process

- **Vision**
- **Strategy**
- **Business Plan: Savings**
- **Management**
- **Culture Change**
- **Staff Development**
- **External Evaluation**
- **Power shift to individual**

## What also changed

- **Individualised funding - provider-led process - cutting up a block contract**
- **Social workers and commissioners allowing more flexibility of support**
- **Opportunities for staff and managers to think differently about how to provide support, this had an empowering effect.**
- **Chance for family and friends to get more involved in things**
- **Chance for people to change things they'd previously been stuck with.**
- **Anything is possible (as long as its legal)**

## Peter's story

**Peter is steering his life in a new direction.**

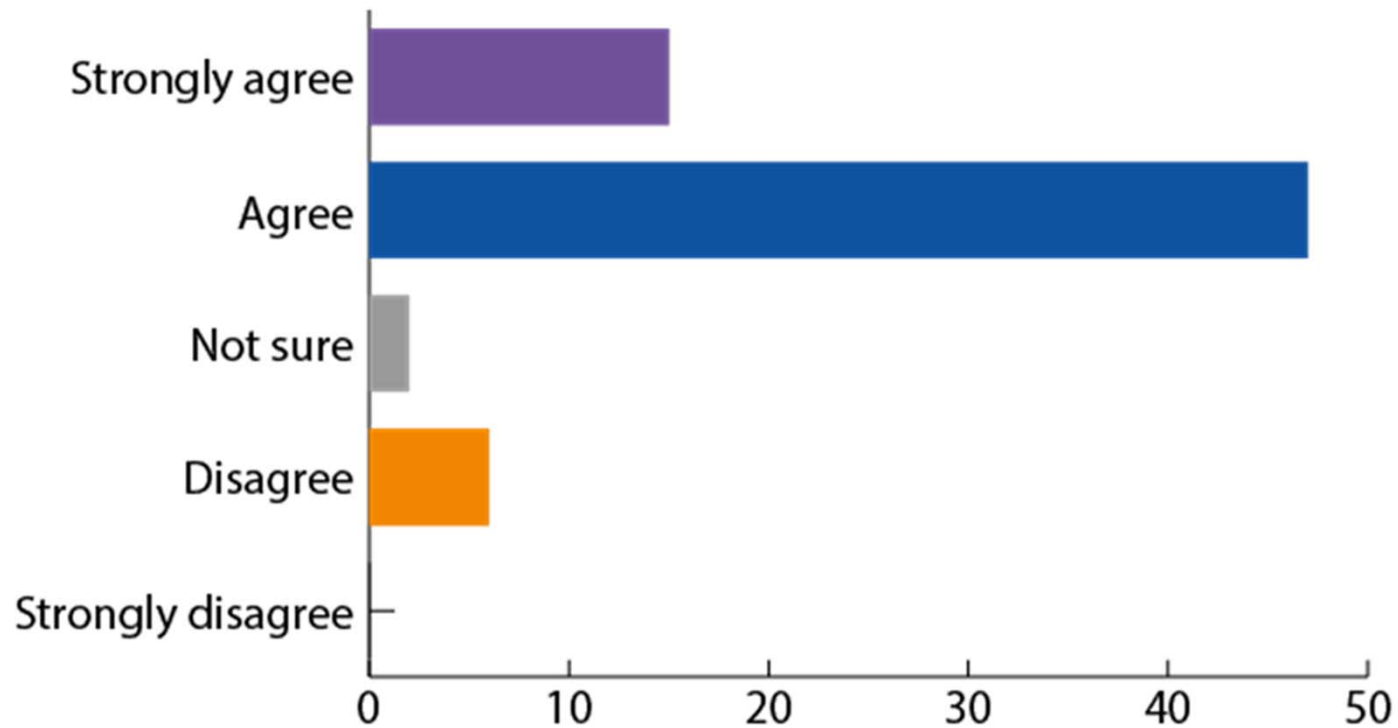
- **Deregistered care home**
- **Supported living**
- **More money**
- **Peter now has his own car**
- **He likes his beer.**



## **Social and Health Evaluation Unit :Programme Evaluation-Independent research by University of Buckinghamshire**

- **Evaluation of Change from Waking Nights to Sleep In**
- **Evaluation of Personalisation Programme**
- **Description of process**
- **Learning from experience**
- **Dissemination of findings**
- **Impact on policy and practice**
- **Questions for people or representative, care staff, families and social service staff**
- **Very positive outcomes of work, consistently across different groups with only small differences in perspective**

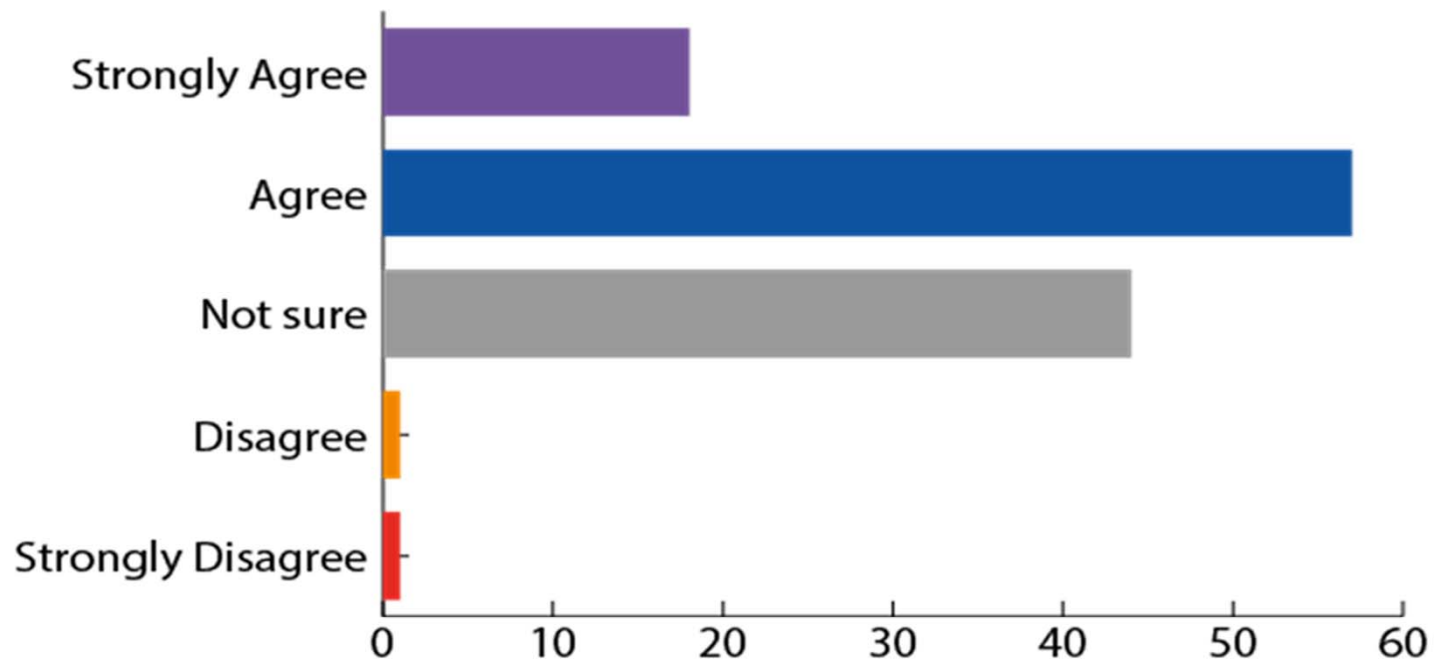
## 1. The person's quality of life has improved



[People or representative: 70 completed question]

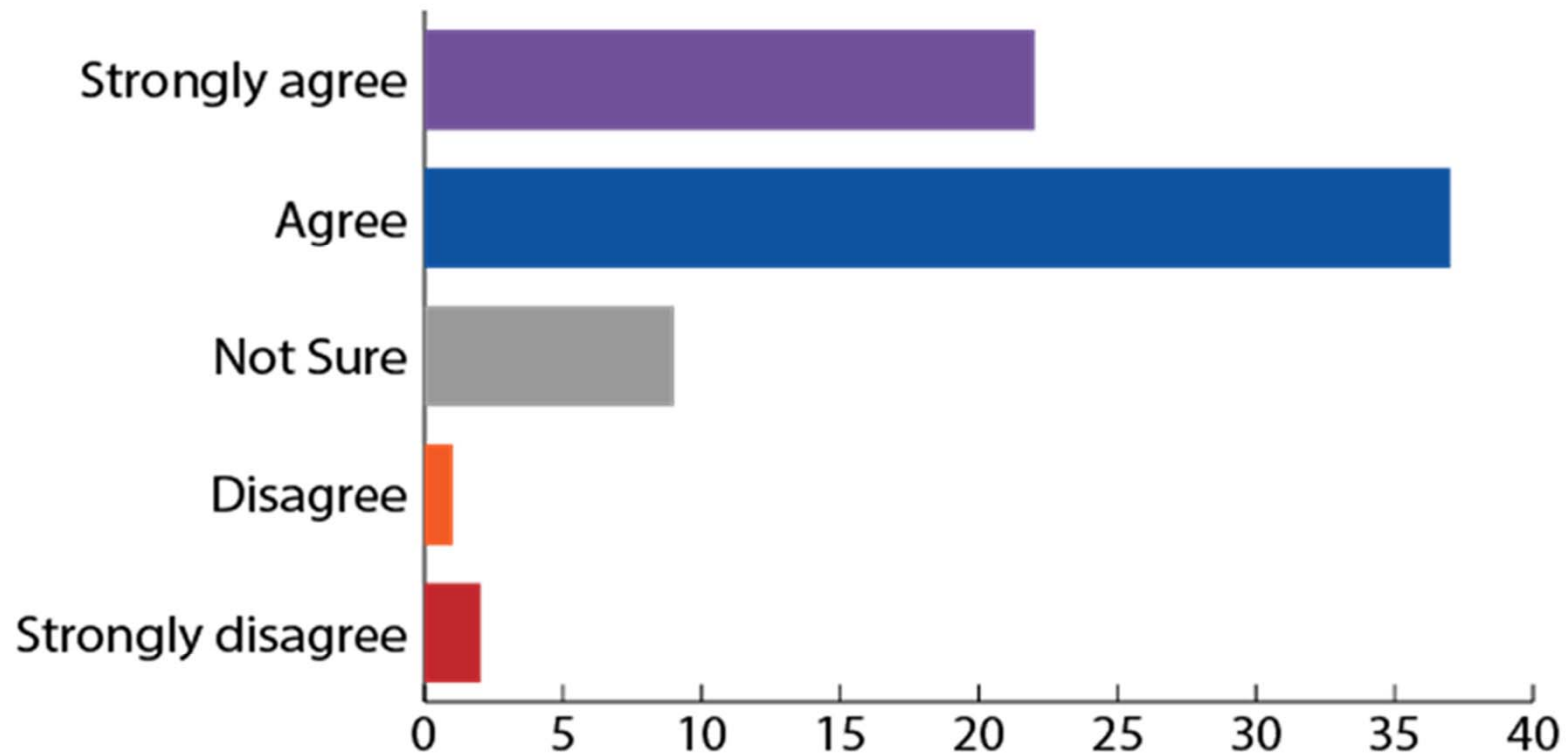


## Savings have been made without harm to quality of life



[People, representative, social service staff, care staff :  
121 completed question]

## Personalisation & ISFs has improved people's lives



[Supporters, Family, Social Services: 71 completed questions]

## **Other positive Outcomes:**

**More Opportunities**

**Meeting Goals**

**More Friendships**

**Effectiveness of Support**

**More Control , control of money**

**Community involvement**

**Greater Happiness**

**Communication**

**More Privacy**

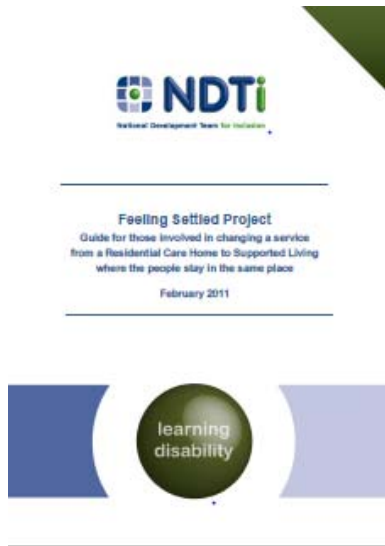
**Independence**

**Fulfilment and Life Direction**

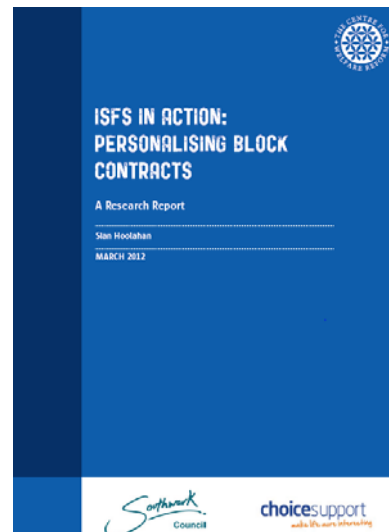
**Daily living skills**



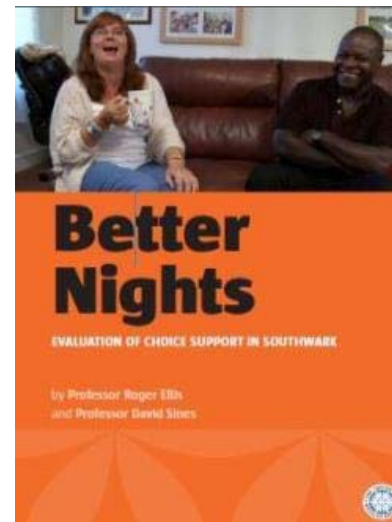
# Research and evaluation



**Feeling Settled, NDTi (2011)  
Feeling Settled Toolkit  
(2013)**



**ISFs in Action: Personalising  
Block Contracts, CfWR (2012)**



**Social & Health Evaluation Unit  
Bucks New University, CfWR  
(2012)**



**Social & Health Evaluation Unit  
Bucks New University,  
CfWR (2014)**