

care

support



Participation and
involvement strategy
2014-2017

trust

protect

1) Introduction and purpose

The requirement to deliver flexible outcome focused services which meet the needs of service users and carers is a key priority, both from a national and local perspective. Policy development such as:

- Self Directed Support (SDS) which allows people to choose how their support is provided to them by giving them as much ongoing control as they want over the individual budget
- Co produced assessments – a service user must have as much involvement as they wish in relation to: a) the assessment of their needs for support/services, and; b) the provision of support/services for the individual
- Reshaping Care for Older People: A programme for change 2011-2021 aims to ensure that “Older people are valued as an asset, their voices are heard”
- The Keys to Life - Improving quality of life for people with learning disabilities, includes a poem from South Lanarkshire service users “And now finally people listen to what we say”
- Caring Together: The Carers Strategy for Scotland 2010-2015, with emphasis on the existing carers’ rights (as enshrined in law) should be further enhanced by the development of a Carers Rights Charter
- SCSWIS, known as the Care Inspectorate, consider service user involvement in recruitment processes as good practice. The Resource has developed good practice
- Forthcoming Integration of Health and Social Care.

It is acknowledged that there is an increased emphasis on ensuring the service user is at the centre of improved Public Service delivery. The Public Services Reform (Scotland) Act 2010, the overarching aim of which is to improve public services in Scotland, has a specific aim of ensuring improvement and scrutiny bodies work together and are **focused on the user**. The Integration of Health and Social Care will align Social Work more closely with our local health colleagues in NHS Lanarkshire. NHS has their own specific links with service users/patients involvement by way of Patients Rights (Scotland) legislation, and Public Partnership Forums.

The Scottish Government’s recent consultation on the Community Empowerment Bill adds further focus to the importance of engaging with community and service users.

To meet the challenge of ensuring service users/carers are listened to, the methods we use for consulting with and involving them needs to be strengthened and embedded in the work we do. The focus of this Participation and Involvement strategy is specifically on how we ensure the following:

- Consistency of approach
- Ensuring that service users and carers are not only consulted with, but also have the opportunity to be involved as active participants



- Being clear about what we mean by consultation, participation and involvement
- Knowing our audience
- Learning from best practice models already in existence within Social Work Resources other Council approaches and strengthening this
- Tying the loop – ensuring that we feedback to service users and carers on the progress we are making and what we have done as a result of their involvement.

2) What is consultation, participation and involvement?

For the purposes of avoiding any unnecessary confusion and being clear when using terminology, the following definitions will be used to define when we are undertaking consultation, participation and involvement:

Consultation - ‘is a process of dialogue that leads to a decision’
(Audit Commission 1999 - Management Paper - Listen Up)

There are four important aspects to consultation

- a) It is about dialogue - sharing, publicising, informing and promoting interest to ensure that relevant agencies, organisations and groups are aware of the issue
- b) It is a process and should be seen as either ongoing or a one - off exercise
- c) It is dialogue amongst people from a variety of different backgrounds and should be an inclusive and participatory process
- d) It is about having actions and outcomes, in that it must contribute to these.

Participation - is the process through which stakeholders’ influence and share control over priority setting, policy-making, resource allocation and access to public goods and services.

Involvement - this goes beyond the above two of consultation and participation, in that it is about actively involving service users and staff in the design and delivery of services by drawing on their views and expertise to deliver change.

The Audit Commission has provided further updates regarding User Focus and Citizen Engagement 2003. “Consulting and involving service users, and finding out what the general public want from their local services, can help councils to carry out their work more efficiently and effectively.”



3) Policy context for participation and involvement within Social Work Resources

The context of engaging with and involving service users and carers for Social Work Resources in South Lanarkshire is defined nationally and locally through the following legislation and policy documents:

a) 21st Century Review - Changing Lives Report (2006)

Some years ago now, yet still very relevant today the national modernisation agenda for social work services, engaging with and involving service users was one of several overarching areas for improvement. Resulting from this theme, a piece of focused work was undertaken by the Scottish Government through a national user and carer forum. The result of this was a commitment to roll out an approach to service users and carers known as citizen leadership.

Citizen leadership is defined as “an activity... it happens when citizens have power and influence to make decisions. Citizen leadership happens when individuals have some control over their own services. It also happens when citizens take action for the benefit of other citizens.”

Underpinning the principle of citizen leadership are 8 themes which seek to enable users and carers to make a contribution as follows:

Potential - Everyone should have their leadership potential recognised.

Development - People’s leadership potential can only be fulfilled through opportunities for development.

Early Involvement - People who use services and carers must be involved at all stages of developing and delivering services.

Person-centred - Everyone is an individual and should be helped to show leadership in the way that suits them best.

Information - People need information that is clear to them and they need it in plenty of time.

Equality - People use their leadership skills to challenge inequality in services and wider society.

Control through Partnership - Citizen Leadership enables people to have more control over their own services, through working in partnership with those services.

Wider Benefit - Citizen Leadership is for the benefit of other people who use services as well as yourself.

b) South Lanarkshire Council’s Corporate Consultation Strategy (2008)

The Council is made up of the following Resources: Community and Enterprise; Education; Finance and Corporate; Housing and Technical; Social Work; South Lanarkshire Leisure and Culture. All South Lanarkshire Council Resources have a duty to work corporately to



deliver the wider vision, values and objectives of the local authority detailed in the Council Plan Connect. Social Work has a key role in delivering Connect as the Resource leads on three of the Plan's objectives: (1) Improving Services for Older People, (2) Protect vulnerable children, young people and adults, (3) Get it Right for Every Child. From a consultation, participation and involvement perspective, the Council has a Corporate Consultation Strategy which all Resources of the Council are required to implement to ensure consistency of approach.

Much of the Council's approach dovetails with the principles of citizen leadership outlined above. The aims of the Corporate Consultation Strategy are:

- Consulting with people about the way we develop and deliver services
- Involving the community in the decision - making process
- Using new technology to effectively interact with the community
- Ensuring there is an audit trail of the impact consultation has made on the way we deliver services across the Council's areas of responsibility
- Planning our services based on needs
- Monitoring and reporting on customer satisfaction and the impact of consultation on service planning/ development.

To achieve this, the Council has committed to ensuring a co-ordinated approach to consultation across the Council which:

- Is inclusive of all parts of the community
- Develops the capacity of groups and individuals to respond
- Supports the continuous improvement agenda
- Is responsive to customers at all times
- Uses the outcomes of the consultation to influence how services are delivered.

c) Procurement of Care and Support Services (2010)

The guidance outlines key considerations for public bodies when procuring a new service or securing the continuation of an existing service. It directs public bodies to consider:

- Issues relating to personalisation and self-directed support
- How service users and carers should be involved in procurement exercises
- The need for information to be made available to service users and carers in accessible formats
- How to promote effective partnership working with service providers
- The need for service continuity
- How to promote a skilled and competent workforce.



d) The Public Services Reform (Scotland) Act (2010)

It is acknowledged that there is an increased emphasis on ensuring the service user is at the centre. The overarching aim of the Act is to improve public services in Scotland, and it has a specific aim of ensuring improvement and scrutiny bodies work together and are **focused on the user**.

e) Social Care (Self Directed Support) (Scotland) Act 2013

The emphasis of SDS is that of: co-production, informal/formal supports, personal preferences, choices and anticipated outcomes. A personal outcome approach puts the service user at the centre, discusses and engages, considers creative approaches, and creates better outcomes for the service user/carer.

f) GIRFEC - Getting it Right for Every Child Plan 2012-2018

GIRFEC the Council's Children's Service plan sets out an approach that continues to improve outcomes for children. It is informed by actively engaging and empowering children, young people, families and staff.

g) Criminal Justice Social Work

Criminal justice policy trends place an increased emphasis on public protection through risk management and on reducing reoffending. Practice has remained firmly rooted within social work principles and values, with a strong commitment to social inclusion.

4) Who is it that we need to consult and engage with in delivering services?

Social Work Resources is a targeted service, resulting in most of our clients being defined groups of people in the community with particular needs, which are often complex and enduring. In summary, the main client groups who we offer services to are:

- People with additional support needs, including those with a physical or learning disability, mental health or substance misuse issue
- People who require our protection, including vulnerable children and young people and adults
- Frail elderly people who require a range of services and support including home care, day care or residential care
- Vulnerable children who require to be looked after in local authority care and other placements
- People within the justice system who need support and supervision to be integrated back into the wider community
- Carers of people with long - term conditions
- Young carers, families and parents.



5) How do we currently engage service users and carers?

Social Work Resources has a good foundation from which to build on and improve how we involve service users and carers. There are a variety of mechanisms which are currently used, including:

- **Individual engagement** - through assessment and care management, frontline staff record the views of service users and how this is accounted for in shaping care plans
- **Group activity** - for example the Day Care Network for older people and the Service User Forum for adults with a learning disability
- **Resource - wide activity** - for example consulting with carers and work undertaken in line with Care Inspectorate and National Care Standards
- **Viewpoint** - (an online consultation, self-directed interview tool to engage with children and young people

Appendix 1: Details examples of participation and involvement activity within the Resource.

6) How we engage with service users as part of staff recruitment and development.

Social Work Resources is committed to safe recruitment practices to recruit and retain high quality staff to provide services to a range of vulnerable service users. This is reflected in our rigorous approach to the recruitment of staff using a range of competency based tools. These include an initial assessment process followed by a selection interview.

The Council's Competence Initiative provides the basis for assessing the performance of staff and supports the competency based recruitment undertaken by Social Work Resources. As part of the recruitment process we ensure that appropriate references are sought and provided. All candidates for direct care posts are required to undertake a Protection of Vulnerable Groups (PVG) check through Disclosure Scotland.

South Lanarkshire Council has agreed a set of recruitment practices which support the recruitment and retention of high quality staff. We are particularly concerned with making sure that we recruit people who are competent, able to relate to our service users and treat them with respect and dignity.

Our recruitment process is based on a competency framework. To ensure we select the right people we have established a process that includes:

- A rigorous initial assessment process
- A selection interview
- Appropriate references for all candidates are taken up
- Candidates in contact with service users must undertake a PVG check through Disclosure Scotland.



The aim of Social Work Resources is to promote social welfare and provide effective care and support to meet the needs of people and their communities. In particular we seek to protect the welfare and safety of children and vulnerable adults.

We want to add to this process to ensure that the people who use our services and their carers have a say in the staff who will work with them. We want to ensure that their views, needs and preferences are taken into account in the staff selection process.

In developing this approach we have:

- Examined the range of information currently available which reflected service users and carers views on staff performance and how well they felt their needs were being met;
- Gathered additional information by introducing specific questions into service users reviews, carrying out questionnaires and conducting focus groups;
- Collated and analysed information and used the findings to review both the competencies and evidence used in Performance Development Review, Job Profiles and the competence based recruitment paperwork;
- The information gathered will be reviewed and updated at least annually with feedback from service users on the quality of staffing being an essential part of the process. Competencies and evidence will then be adjusted as necessary.

These steps will ensure that when recruiting staff the views of service users will have been incorporated into the process.

As an employer there are standards of conduct and underpinning values that we expect of our staff. Service users and carers are key to the process, but managers also have an important role to play. All our managers undertake training in Recruitment and Selection and the Competence Initiative ensuring that they have the skills they require to set high standards in both the measurement of competence and the selection of new employees.

Appendix 2: Detailed flow chart demonstrating involvement in the Recruitment process.



7) What are the benefits of participation and involvement?

There are a number of benefits which the services can realise, including:

- Empowering service users by giving them a voice in decision making and policy development
- Identifying unmet need and gaps in service delivery
- Managing expectations, through communicating what we can and cannot deliver at any point in time
- Ensuring that communication channels are always open and become embedded in service delivery
- Opportunities to improve the quality of what we do as involvement and participation is a key pillar of self - evaluation and quality improvement.

8) How will we build on this?

There are several areas that we can continue to build on which the Participation and Involvement Strategy needs to focus on delivering:

- a) Using the examples of good practice and rolling these out (where appropriate) to other areas of service delivery
- b) Giving a commitment to feeding back to service users and carers what we have done as a result of their participation and involvement
- c) Empowering service users and carers in line with the principles of citizen leadership
- d) Within each client group, strengthening the involvement of service users and carers through individual work and outcome focussed, co produced assessments
- e) On a wider basis and within each client group, identify specific consultation activity on an annual basis, for example consulting with larger groups of services users and carers
- f) Ensure all activity with regard to consultation, participation and involvement is logged on the corporate consultation database
- g) A range of methods are already used to consult and engage service users, for example written consultation, surveys and questionnaires, focus groups, meetings and forums, user and carer groups/ forums, newsletters and e-mail. When undertaking future activity, involving service users in the methodology and design of the consultation should be considered, in order to get the best feedback and participation
- h) Flexibility of delivery, in terms of timing, methodology and tapping into existing mechanisms to avoid duplication of effort
- i) The Resource manages 54 registered care services, (of which 6 have dual registration for care at home and housing support) regulated by the Care Inspectorate and set against the backdrop



of a range of sets of National Care Standards. The Standards are written from a service user perspective, and the Care Inspectorate focus is therefore on the service users experience with the service. Service users should be integral to all aspects of care inspectorate activity from self assessments to actual inspections

- j) The development and provision of training for staff to support this approach to service user/ carer consultation, participation and involvement.

9) Some useful guiding principles

When involving or consulting people who use Social Work services, a useful checklist to follow is:

- Ensure that the most effective and inclusive methods are being used
- Value diversity, promote equality of opportunity and encourage creativity
- Present any information in plain language or alternative formats, for example pictures and graphics depending on the audience
- Be honest about what can and cannot be changed or influenced at this stage
- Share information and give a commitment to feedback in the future within an appropriate timeline
- Ensure that enough time is given to ensure the consultation and involvement is meaningful and achieves the intended outcome.

10) Implementation and Monitoring

As consultation, participation and service user involvement is pivotal to supporting qualitative information, it is essential that ownership of this activity is managed through the Performance and Continuous Improvement Group. The specific role of these groups will be ensuring that the consultation strategy is monitored and implemented to take account of the following:

- All significant activity in relation to consultation, participation and involvement is approved through the Performance and Continuous Improvement Group (PCIG)
- Use a range of methods
- Ensuring that consultation and participation activity is quality controlled and operates in line with the principles of citizen leadership
- Logging all significant consultation activity (i.e. where there are larger numbers of service users involved) on to the corporate consultation database and that this intelligence is used to develop services i.e. triangulated into meaningful actions within service plans
- Monitor staff accessing training and any positive changes in practice as a result of this.



11) Other useful resources

- The Participation Toolkit - Scottish Health Council - Making Sure your voice counts
- Voice (Visioning Outcomes in Community Engagement) Scottish Community Development Centre - a database planning and recording tool for Community Engagement
- National Standards for Community Engagement - 10 standards - Scottish Community Development Centre
- Involving people, improving services. Care Inspectorate 2012-15 Plan
- Viewpoint - consultation tool for children and young people.

Social Work Resources

Appendix 1

Consultation, Participation and Engagement Activity

Area	Activity/ Mechanism	Purpose
Older People	Seniors Together	Engagement with the wider community of older people, for example the Older People's Assembly
	Day Care Network	Representation from service users across the 16 Day Care Centres to discuss common issues and agree actions/ way forward. Network also discusses new and existing initiatives. Quarterly Meetings
	Locality based Service User Groups	Focussed support is being provided to locality day care service users groups in order to refresh the overarching Network
	Carers Groups within Residential Care	Led by Unit Managers and comprises of individual carers groups attached to each of the 8 Older People's care homes
	Lunch clubs	A mix of Council led and independent lunch clubs across the authority, open to all older people in the community
	Carer organisations	Assistance with carer engagement and consultation events
	Advocacy organisations	Assistance with annual events highlighting specific issues and role of advocacy and pan Lanarkshire support network

Area	Activity/ Mechanism	Purpose
Adults and Older Peoples services	South Lanarkshire Access Panel	Council and members of groups in the community who consider issues of access to services and buildings for people with a disability
	Coalyard Students Group	Students with learning disabilities trying to make transition from supported training to the wider world of work
	Day opportunities	Opportunities for people with a learning disability to come together and discuss and express their views on issues in their lives
	Service User Forum	The collective voice of service users engaged in day opportunities which brings together common issues
	Partnership in Practice Group	Where all partner and services and carers come together
	Living in the Community Sub Group	Individual and collective views to enable services to support people towards a more independent lifestyle
	Learning Disability Annual Conference and 5 locality based Workshops	Service user led to give people the opportunity to articulate the kind of service they would want - issues very much link to the Keys to Life
	Support organisations	Links established with two voluntary organisation supporting people and carers with profound physical and learning disability
	Care and support partners in practise sub group	Quarterly meeting for service users supported in independent living
	Cam Glen Buddies	A group established to bring together a range of clubs and activities in the area to assist young adults become involved in their local community
	Advocacy organisations	Assistance with annual events highlighting specific issues and role of advocacy

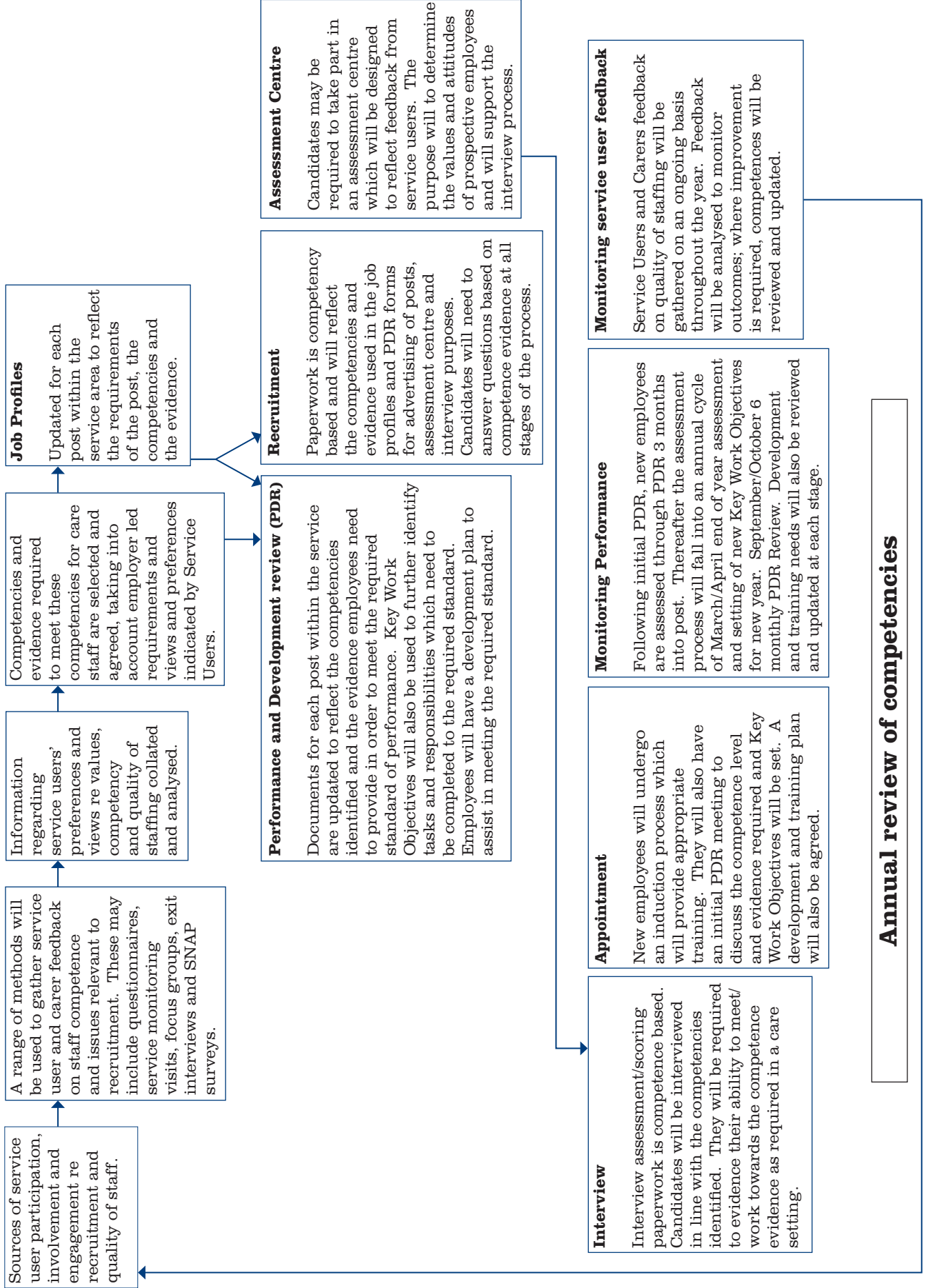


Area	Activity/ Mechanism	Purpose
Children and Justices Services	Young Carers Forum	Supported by staff from the young carers service, offers peer support and opportunities to consult on a range of issues
	Young Voices Group	Supported by staff from SWR and Who cares. This is a consultation and advocacy group for young people who are looked after and care leavers
	Children's Right's individual work	Provided by staff from Who cares, for children and young people who are looked after, children with additional support needs and children who are subject to child protection
	Family Placement team	Regular consultations with Foster carers and young people
Carers	South Lanarkshire Carers Network	SLCN represents the views of carers in decision – making/ partnership forums
	Princess Royal Trust Lanarkshire Carers Centre (PRTLCC)	Offer a direct service to carers, but also provide feedback and information on issues affecting carers on an individual basis
Equalities	LEMAG	Consultative forum which brings together a variety of minority groups to influence policy and the equalities agenda
	Milan Lunch Club Lunch	club for members of the community from a range of different ethnic and cultural backgrounds
	MECOP (Minority Ethnic Carers of People)	Specific engagement activity with Chinese Community - short term working group
	East Kilbride Women's Support Group	Gender based group for women in the East Kilbride locality
Volunteering	Larkhall Volunteer Group	Group working to empower members of the community to participate more in volunteering

All Service Areas	Customer Service Excellence Awards	Service users and carers are supported to participate and contribute to the Resources customer services excellence activity
Home Care	Survey both Staff and Service Users	Annual survey providing valuable information for the Service. Responses collated and reported as performance activity
Personnel	Staff Satisfaction Survey	Annual survey providing valuable information for the Resource. Responses collated and formally reported



Appendix 2



Local office contact details

Local social work offices are open Monday to Thursday
8.45am – 4.45pm and Friday 8.45am – 4.15pm:

Clydesdale local office

Council Offices
South Vennel
Lanark ML11 7JT
Phone: 0303 123 1008

East Kilbride local office

Civic Centre
Andrew Street
East Kilbride G74 1AB
Phone: 0303 123 1008

Hamilton/Blantyre local office

Brandon Gate
1 Leechlee Road
Hamilton ML3 0XB
Phone: 0303 123 1008

Larkhall local office

Claude Street
Larkhall
ML9 2BU
Phone: 0303 123 1008

Rutherglen local office

Royal Burgh House
380 King Street
Rutherglen G73 1DQ
Phone: 0303 123 1008

Social Work Resources

Council Offices
Almada Street
Hamilton ML3 0AA
Phone: 0303 123 1008

Social Work Emergency Service Phone: 0303 123 1008

This number is available when the local offices are closed.



If you need this information in another language or format, please contact us to discuss how we can best meet your needs. Phone: 0303 123 1015
Email: equalities@southlanarkshire.gov.uk

If you need this information in large print, on tape or in Braille, please contact 0303 123 1015.

Please phone 0303 123 1015 if you would like this information in Chinese, Urdu, Punjabi, Hindi or Polish.

這份資料備有中文譯本，查詢詳情請致電 0303 123 1015

यह सूचना आपके लिए हिन्दी में भी उपलब्ध की जा सकती है

अतिरिक्त जानकारी के लिए इस फोन नं: पर सम्पर्क करें:

0303 123 1015

ਇਹ ਜਾਣਕਾਰੀ ਪੰਜਾਬੀ ਬੋਲੀ ਵਿਚ ਵੀ ਤੁਹਾਨੂੰ ਮਿਲ ਸਕਦੀ ਹੈ

ਹੋਰ ਜਾਣਕਾਰੀ ਲਈ ਇਸ ਨੰਬਰ ਤੇ ਫੋਨ ਕਰੋ:

0303 123 1015

یہ معلومات اردو زبان میں مہیا کی جاسکتی ہیں

مزید معلومات کے لئے اس فون پر رابطہ کریں 0303 123 1015

Proszę dzwonić na numer 0303 123 1015, jeśli chcieliby Państwo posiadać tę informację po polsku.



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www.southlanarkshire.gov.uk