

Care and Repair Scotland Good Practice Guide

**Executive Summary
March 2018**

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Care and Repair Scotland Good Practice Guide: Executive Summary

Care and Repair makes a substantial contribution to enabling older and disabled people in Scotland to live independently and well in their own homes for as long as is possible. In achieving this, Care and Repair also makes a significant contribution to the Scottish Government's National Health & Wellbeing Outcomes and is an important delivery partner in the Strategic Commissioning Plans (of Health & Social Care Partnerships) and the Housing Contribution Statements (of local authorities).

This Good Practice Guide was produced by Care and Repair Scotland, the national coordinating body for Care and Repair services. The aim of this Good Practice Guide is to assemble and present the best policy, planning and practice material available, so that Care and Repair services in Scotland continuously improve and build capacity to achieve the vision of Care and Repair, which is...

...of a Scotland where all older and disabled people can access Care and Repair services to enable them to continue living in their own home for as long as it is safe and practical for them to do so.

The Guide was developed in collaboration with the 33 Care and Repair services operating across Scotland and informed by recently developed research and Guidance in Scotland and England.

1.1 Public Policy Agenda for Older People

Within the next 20 years, demographic projections suggest that more than a third of Scotland's population will be aged over 60. As the public policy agenda develops in Scotland to meet the needs of this population, Care and Repair services must proactively ensure that the contribution they make to enabling older people to live independently and well in their own homes for as long as possible, is promoted and recognised by strategic planners, funders and commissioners.

Care and Repair services continues to work within the broad policy framework established in the Scottish Government's strategy for housing older people: Age, Home and Community, particularly through the delivery of services to older people that are community based, focused on prevention, offer person-centred housing information and advice; and maximise resources through partner collaboration. Health and social care integration provides Care and Repair services with many exciting opportunities for joint working, with the sector in a strong position to deliver on the first four National Health and Wellbeing Outcomes and particularly on Outcome 2: "People, including those with disabilities or long term conditions or who are frail are able to live, as far as is reasonably practicable, independently and at home or in a homely setting in their community".

There are real opportunities for Care and Repair services that are prepared to engage with the evolving public agenda and shape their service toward emerging priorities. These priorities include proactively enabling independence at home, health and social care integration and dementia enablement.

1.2 The Care and Repair Sector in Scotland

Care and Repair services in Scotland have evolved significantly since their origin over 30 years ago, responding to both major changes in Scottish public policy and to the needs of a growing population of older people. There is an increasing diversity of services offered across Care and Repair sector in

Scotland; in fact, no two Care and Repair services are the same. Despite this increasing diversity, which enables services to proactively meet local needs and opportunities, there is a core service offer which reflects the central purpose of Care and Repair. Care and Repair services offer personal, financial and technical support to people facing the difficult task of repairing, improving or adapting a home that is no longer suitable to the person's needs. The core service offer focuses on the delivery of major repairs, property adaptations and small repair/handyperson services although changes to the Private Sector Housing Grant regime has promoted a shift from the delivery of major repairs towards property adaptations.

As new challenges are placed on the sector, Care and Repair services have responded proactively to develop solutions which meet local need or commissioning priorities. Emerging services which resonate well with the health and social care integration agenda such as hospital discharge, dementia and specialist OT services are increasingly featuring as core elements of the Care and Repair service offer. This service development and diversification will be vital to the continued growth and development of the sector.

1.3 'How Scotland Works' in relation to Care and Repair Services

Whilst the sector makes a substantial contribution to enabling older and disabled people to live independently and well at home; it is acknowledged that Care and Repair has the potential to make a greater contribution in the future. To achieve this, services may need to look beyond the existing funding mechanisms, partnerships and service models that have been the bedrock of the sectors development and growth of the last 30 years.

Maximising this contribution will therefore increasingly rely on service development and diversification to meet local need and commissioning priorities. To achieve this, Care and Repair services must develop innovate, test ideas and share practice; as well as developing partnerships which enable a collaborative approach to meeting the needs of older and disabled people. Key messages for the sector include:

- Reliance on local authority funding alone will create risks in terms of business planning and long term viability;
- Care and Repair Services should develop in a way that positively convinces new Integrated Joint Boards of their contribution to shifting the balance of care for older and disabled people;
- Care and Repair services must seek to be acknowledged as a key delivery partner in Strategic Commissioning Plans; and
- Sourcing income from a broader range of funders and considering options to develop income generating services is likely to an essential part of the future agenda for Care and Repair services.

1.4 The Governance and Management of Care and Repair Services

The role of governance in offering robust scrutiny, encouraging accountability and supporting decision making on business management and organisational development; is key to ensuring that Care and Repair services innovate, grow and develop. It is important that Care and Repair projects regularly review their governance structures and choose the structure that can most effectively deliver their service aims. Care and Repair services should set out their strategic aims and objectives in a business plan. A key part of the process is working out if/how the strategy can be delivered financially. This will involve developing a clear understanding of the range of funding sources available, having realistic plans to successfully access that funding and ensuring the long term viability of the local service.

The business performance of Care and Repair services and good people management practices are closely linked. If best practice in employment is followed, then the abilities of employees are maximised to ensure that Care and Repair is a successful service. A skills and training framework is also essential in ensuring that Care and Repair staff are equipped to carry out their responsibilities.

1.5 Information and Advice

Information and advice on property adaptation, repairs and improvements are at the heart of Care and Repair services. Seeking accreditation under the Scottish National Standards for Information and Advice Providers will enable local services to demonstrate to funders, partners and customers that information and advice services are effective. Accreditation also provides Care and Repair services with a strong basis for continuous improvement.

1.6 Performance & Quality Assurance

A key outcome of the Care and Repair Scotland business plan (2016-20) has been the creation of an accreditation and performance framework to support local services to demonstrate value and efficiency to commissioners. In order to prove that Care and Repair services are an essential partner in delivering national Health and Wellbeing Outcomes, local services should have quality standards and performance indicators in place to demonstrate their knowledge, skills and overall value.

In an environment where funding is no longer certain, Care and Repair services should aim to develop new partnerships to source funding opportunities. A robust approach to quality assurance and performance management enables services to demonstrate credibility, value and excellence to commissioners and funders as well as offering accountability to customers.

1.7 Adaption and Occupational Services

The role of housing adaptations in supporting independent living is well recognised. Despite this, the provision of adaptations has been complex and subject to inconsistencies across tenure and geographical areas. The Scottish Government is committed to improving the housing adaptations process and maximising its capacity to improve individual outcomes. A key aim of the Adapting for Change agenda is the delivery tenure neutral approach, which places improved outcomes for the individual at the centre of the process.

As major delivery partners of property adaptations and in the context of pilot evaluation findings which suggest that Care and Repair services could become an obvious host for such services; the sector should carefully consider how to promote the capacity and expertise of local services in influencing local authority and IJB commissioners.

1.8 Care and Repair: The Future

Major demographic change and the substantial growth of the older population in Scotland will create both challenges and opportunities for the Care and Repair sector in Scotland. To ensure that Care and Repair maintains its place at the forefront of service provision to older and disabled people, it is important that Care and Repair services in Scotland explore options around diversification and the development of innovative solutions which local need and commissioning priorities. On this basis, if Care and Repair organisations can become involved in delivering a broader range of services, then rather than services being diluted, Care and Repair will remain at the frontline of service delivery to older and disabled clients over a diverse range of activities.

The vision of a 'Collaborative Home Improvement Agency' model for the Care and Repair sector emphasises that local services cannot remain separate but should instead actively seek out partner agencies and services which can open up new markets without demanding dramatic changes to their main activities, areas of expertise or staff competencies. Within this model, the Care and Repair sector in Scotland should focus strategic planning on building its status as a key partner in shifting the balance of care from acute to preventive services which promote independence at home.

As well as developing core Care and Repair services, the sector in Scotland is active in defining and testing new solutions that could make a significant contribution to the health and housing outcomes of older and disabled people. A number of innovation pilots are currently underway to test the capacity of Care and Repair to offer a greater diversity of services, broadening the sectors role in delivering national Health & Wellbeing Outcomes. Pilot activity is hugely important to the Care and Repair sector in Scotland not only because it creates new service development and funding options; but because it provides the opportunity to recognise and promote the reputation, capacity, skills and network of the sector as a delivery partner. Local services should be encouraged to carefully review recent pilot innovations in digital inclusion, equity loans and dementia enablement, which offer new service development options and funding opportunities.

1.9 Equality and Diversity Issues

Care and Repair Services have a responsibility and a duty to actively promote diversity and equality by acknowledging and respecting the differences between people in the workplace, service users and stakeholders. Actively promoting diversity and equality:

- Ensures there is no discrimination towards those with protected characteristics;
- Enhances the quality of life in communities by promoting understanding and tolerance;
- Enhances the business by providing a service which meets the needs of its users; and
- Focuses service delivery on equal opportunities and open access.

1.10 Conclusions

The 2018 Care and Repair Scotland Good Practice Guide strongly encourages local Care and Repair services to innovate, test ideas and share practice and develop partnerships which enable a collaborative approach to meeting the needs of older and disabled people. To support and enable this process, Care and Repair Scotland will continue to provide a national platform to lead, promote and support the sector to:

- share and exchange good practice at Regional Meetings and Care and Repair Scotland events;
- strengthen understanding of the key benefits of Care and Repair at a national and local level;
- provide an accreditation and a performance framework to demonstrate value and efficiency to service planners, funders and commissioners; and
- support local teams to engage effectively with health and social care agencies and other stakeholders in the coproduction of local services, and in the piloting of new, innovative solutions.

For advice and support on specific service delivery, business management, procurement, partnership and funding issues; or to access information on the latest good practice or innovation material available, please contact Care and Repair Scotland at:

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