SQW

The personalisation challenge

Finding your feet within an evolving agenda

SQW is a nationally recognised leader in research, analysis and advice on sustainable economic and social development for public, private and not-for-profit organisations

Personalisation challenges

The coalition government is building on the previous administration's commitment to improving outcomes by delivering more personalised services.

This transition from traditional to more personalised service provision is likely to build in momentum in the children's sector as the proposals set out in the Special Educational Needs and Disability Green Paper, *Support and Aspiration: A new approach to special educational needs and disability* (Department for Education [DfE], March 2011) are implemented, and lead to more personalised and joined up social care, education and health services for children. Similarly for adults, new models of working are developing as health and social care services become more integrated and involve more shared decision making between practitioners and service users.

Given the growing importance of personalisation, local councils and stakeholders will need to consider how to re-configure existing service provision in order to accommodate new models of working to enable them to offer Individual/Personal Budgets. This will require inputs from a wide range of different agencies including central and local government, health and social care professionals, third sector organisations, and business, in conjunction with citizens and users.

They face the following challenges:

- **gaining effective engagement** from all participating delivery services/agencies
- **dealing with overlaps and duplication** in service provision between services/agencies
- **sharing information effectively** between different services/agencies
- **aligning different resource allocation systems** and sharing resources effectively
- **ensuring that separate support planning processes actually support each other**
- facilitating the **cultural change** that will be required to enable more personalised services
- **minimising the burdens placed** on service users and their families.

Our experience

SQW has considerable experience of delivering assignments for clients tackling the personalisation agenda, including the following:

- **research** to inform the shape of the agenda for national and local policymakers
- **briefings** to help raise awareness of the personalisation agenda
- **action planning** to help stakeholders decide how to proceed with implementation
- **partnership building** to enable local stakeholders to join up their work
- thematic research around key issues including effective models of **resource allocation and safeguarding**
- **evaluation** to inform future policy decisions.

Our ongoing work on personalisation shows that although the origins of personalisation may differ between service areas, there are common issues across services/agencies in terms of understanding and defining core concepts and developing the infrastructure to support implementation. We have identified considerable potential in local areas to draw together diverse experience and learning in order to embed a **streamlined multi-agency approach to the provision of personalised services**.

The common delivery model…

A central component of SQW's work in this area has been the development of the **Common Delivery Model** (CDM). The CDM has been successfully piloted through the ongoing DfE Individual Budgets pilots and has been refined to encompass the stages involved in developing personalised service provision.

The model

- identifies the elements to be considered in developing more personalised delivery
- offers flexibility in how each element is best delivered to meet local circumstances
- suggests how these elements should be sequenced for effective delivery.

THE COMMON DELIVERY MODEL (CDM)

THEME	CDM ELEMENT	SUB ELEMENT(S)	Initial set-up	Developing a personalised approach	Introduction of new approach to families	Assessment, resource allocation and support planning	Ongoing management and review
Organisational engagement and cultural change	1. Recruitment of designated staff		✓				
	2. Change management			✓	✓	✓	✓
	3. Engagement of wider agencies	Alignment/Inclusion of a wide range of funding streams	✓	✓	✓	✓	✓
	4. Market development	Community development and inclusion		✓	✓	✓	✓
Engaging and involving families	5. Awareness raising with families				✓		
	6. Peer support					✓	✓
Setting up the infrastructure	7. Support planning	Advocacy		✓		✓	✓
	8. Development and implementation of a resource and funding mechanism			✓		✓	✓
	9. A spectrum of choice for management of IB funds			✓		✓	✓
	10. Development of IT resources	Continuous evaluation of outcomes achieved by the families		✓		✓	✓
Safeguarding and risk management	11. Safeguarding			✓	✓	✓	✓

TIME →

The SQW offer

SQW is well placed to offer support and research services to help local, regional and national organisations develop and embed more personalised approaches to service provision, building on our detailed knowledge of the personalisation agenda.

These services include the following:

- strategy development and partnership building and to bring together experience and expectations across different participating services
- developing action plans and/or business cases to inform and guide change
- process planning around integrated assessment and the development of a single plan (e.g. mapping of assessment and information gathering across agencies)
- training and workshop facilitation to build a shared understanding of personalisation
- evaluation and thematic research to inform policy decisions.

Relevant clients & projects

- **Department for Education**: Individual Budgets Scoping Study and ongoing Evaluation and Support of the Individual Budget Pilots for Families with Disabled Children
- **Department of Health**: Evaluation of the Common Assessment Framework for Adults Demonstrator Site Programme
- **Ongoing work with the Individual Budget Pilot Sites**: Coventry City Council, Derbyshire County Council, Essex County Council, Gateshead Council, Gloucestershire County Council, Newcastle City Council
- **East Sussex County Council**: Support to develop a personalisation pilot
- **Welsh Assembly Government:** Evaluation of the Integrated Family Support Service
- **NESTA:** Evaluation of the idiscover personalised learning project
- **Council for Disabled Children (CDC):** we work closely with colleagues at CDC.

About SQW

SQW is a leading provider of research, analysis and advice on sustainable economic and social development for public, private and not-for-profit organisations. Founded in Cambridge in 1983 by Nick Segal, Roger Quince and Bill Wicksteed, the firm now employs more than 50 experienced staff at its offices in Cambridge, Edinburgh, Leeds, London and Manchester.

Our people bring extensive experience to their assignments, with backgrounds in academia, national and local government, industry, and development agencies. In all of our work we employ the principles of rigorous analysis, collaborative working, commitment to quality and independence of thought.

We have a strong track record of analytical research across the various tiers of government and governance. The firm's geographic spread of experience and our ability to join up activity between tiers of government and different economic sectors give us a unique market position. We have strong collaborative relationships and can complement our own specialist skills by drawing on a network of collaborators and associates.

We offer flexible and multi-disciplinary support, drawing on experience and expertise from across the firm. Whilst always providing a perspective that is rigorous and independent, we also work closely with our clients, recognising that they and their partners will be responsible for taking forward the analyses, strategies, and action plans that we have catalysed. Engagement is key to the way we work, as is our commitment to sharing and transferring knowledge and learning in order to achieve real impact.

SQW Group

SQW is part of SQW Group. Other divisions include Oxford Innovation, which manages innovation centres, and innovation services and investment networks, and SQW China, which provides consultancy services to government organisations in Hong Kong and China and to private sector clients involved in inward or outward investment to or from China. For more information: www.sqwgroup.com.

Contact us

To discuss how we can help, in the first instance, contact

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