



GSCPF

Special Edition

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The Ideas Factory – Committed To Transforming Social Care

Crafting innovative solutions to better serve our members

Welcome to this special edition of your Newsletter which is devoted entirely to the changes that will transform Glasgow Social Care Providers Forum into the Social Care Ideas Factory.

The driving force behind the change is the ambition to reshape our organisation to better serve its members by leading in social change and social care transformation.

As provider organisations delivering vital front-line services you, our members are already grappling with the challenges of the massive changes sweeping through the social care sector.

These include, reshaping care, the Personalisation and Self Directed Support agenda, the ASP Act, the Welfare Reform Bill, the dismantling of the Community Health and Care Partnerships in Glasgow, all against a background of substantial budget cuts.

We believe that as the Social Care Ideas Factory we will be better placed to provide you with practical and effective support, not just to meet these challenges, but to identify the business opportunities and new markets that will flow from the new service delivery models.

So what are the changes to GSCPF and how will they be implemented?

Inside this special edition of the Newsletter we will outline our vision to move to becoming the Social Care Ideas Factory as an evolution rather than a revolution.

The target date for the formal launch of the new organisation is April 2011.

Our new name will build on the success of the Festival of Ideas and the work we are currently engaged in to help transform models of social care, Personalisation and Self Directed Support Agendas.

In fact it was the energy and enthusiasm engendered by the Festival of Ideas that inspired us to practice what we preach and accept that GSCPF like every other organisation in the sector has to change to operate effectively in the new landscape of social care.

Our membership will expand to include a wide range of individuals, practitioners, organisations and corporates, in recognition of one of our core beliefs that successful transformation cannot happen in the silos of social care and health but requires the participation of a much wider range of people. This was demonstrated during the Festival of Ideas.

We have captured our new business model in a graphic which has at its heart 'The Art of Living for the Individual'. (See P 4)

“Our mission is to lead in social care and transformation, ensuring that individuals receive the support they need to lead their ‘best lives’ while remaining true to our roots as the heart of the provider community in Glasgow.”

Support from the Minister

The Scottish Government's proposals for self-directed support have been developed through working closely with people who use services - as well as those who design and deliver support. We know how important it is to work together.



Just as important is looking to the future. The recently-published consultation report on the SDS strategy showed strong endorsement of the 10-year agenda we will now begin to take forward.

We all know that we live in tough economic times, but it is abundantly clear that those economic pressures have not stifled people's willingness to be innovative. The Ideas Factory is an exciting model that builds on the shift to citizen leadership and recognises that shared learning across professional boundaries is needed to bring about the change we all seek.

I welcome this fresh thinking and believe the Factory will have a lot to offer as we take SDS forward in Scotland.

Shona Robison
Minister for Public Health & Sport
Scottish Government

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Practising What We Preach

A Message from the Chair

When people hear that GSCPF is changing its name to the Social Care Ideas Factory and its business plan to concentrate on delivering social transformation, their first reaction is surprise.

Then comes the inevitable question: 'Why'?

It's a fair point, not least because many people reckon that GSCPF has done some of its best work over the last year or so, organising the Festival of Ideas and now undertaking an equally innovative programme to help providers turn understanding of personalisation and self directed support into reality.

And there are, of course, those who say 'never change a winning team'.

The fact is that a lot of the core work of GSCPF has borne fruit. The vision of the pioneers who set up Glasgow Community Care Providers Forum in 2001 has been realised.

Our members do collaborate with one another. They do share the positives and learn from each other mistakes. And they have become more effective at fighting their corner and putting across their point of view to the funders.

There is still a need for providers to have a common voice and the Social Care Ideas Factory will continue to represent members interests with the same vigour as GSCPF. Our portfolios of strategic work will continue.

But members' needs are changing and we recognise that what they need now is more direct support in dealing with the realities of change and how to cope in a world of individual budgets and market forces rather than tenders and building based services.

However the over-riding driving force behind our change to the Social Care Ideas Factory is harsh reality we are subject to the same forces and pressures as our members; namely the need to redefine what we do to meet the changes sweeping through the sector.

Interestingly the Festival of Ideas was in many ways the catalyst for our decision to change.

It brought home to us, as it did to many of you, that change in the present climate is inevitable, and that doing nothing, and hoping for the best is not an option.

In the wake of the Festival of Ideas we organised our annual away day with the Board and Staff driven by the realisation that GSCPF has to practice what it preaches.

We set ourselves a few objectives that our persona had to meet:

We wanted a business model that would enable us to offer our members better and more relevant support.

We wanted to build on the success of the Festival of Ideas which involved around 1,000 people, 35 workshops and five mini-projects all looking at different aspects of how Self Directed Support would impact on individuals and on our members as providers.

"There is still a need for providers to have a common voice and the Social Care Ideas Factory will continue to represent members' interests with the same vigour as GSCPF. Our portfolios of strategic work will continue."

In particular the Festival of Ideas made us realise that we can't deliver successful social change in the silos of health and social care, and that led us to decide to widen the membership base.

We wanted a viable business model that would include specific plans for income generation. Losing

a significant level of funding from the Health Board brought home to us that we will no longer be able to rely on public sector funding to meet all our financial needs.

We also recognised that we need to generate income of our own not just to finance our ambitious plans, but to keep our membership fees at an acceptable level for our current members.

Most of all we wanted to play our part in ensuring that those who need support have the help, and the choices they need to lead their best possible lives.

We believe our new identity as the Social Care Ideas Factory and our new focus on driving social care transformation will deliver on all these aspirations.



Dale Houston,
GSCPF Chairperson

We are confident that the Ideas Factory will live up to its name and produce new and innovative solutions to tackle problems and create real benefits, firstly for our members, and through them for the people we are all committed to help and support.

Dale Houston

HELPING SHAPE THE MARKET

This is an important step that Glasgow Social Care Providers Forum is taking, leading the way through the exciting changes that



face both local authorities and provider agencies. It is essential that we all adapt to a changing society where many more people with increasingly complex needs require support and at the same time have higher expectations about how that support is given.

GSCPF is already doing a first class job in helping the provider community come to grips with some of the changes sweeping through the sector particularly the move to Personalisation and Self Directed Support.

From our point of view as a funder it is really good news that an independent organisation which is widely respected and effective is committing itself to concentrate on driving social change.

We are confident that the Social Care Ideas Factory will help shape the market place so that Provider agencies can respond to people in flexible, creative and personalised ways. When this happens it will be good for us, for the providers and those we support.

Stephen Fitzpatrick
Strategic Head of Adult Services
Social Care Services
Glasgow City Council
Social Work Services



Charlie Barker,
GSCPF Director

The Social Care Ideas Factory... ...An Idea Whose Time Has Come

There is an old Japanese proverb which says: 'Vision without action is a daydream. Action without vision is a nightmare.'

In transforming itself into the Social Care Ideas Factory (SCIF), Glasgow Social Care Providers Forum has a very clear vision – a vision of an organisation that helps inspire and drive innovative and practical social care transformation to enable individuals who require support to lead their best possible lives.

We believe that is an idea and a concept whose time has very much come.

And we believe that GSCPF is ideally placed to turn the vision into reality because of the strength, resilience and commitment of its members, the provider community of Glasgow.

Our vision is that Glasgow Social Care Providers Forum will evolve into 'the Social Care Ideas Factory' with an official launch in April 2011 when we hope to establish ourselves as the leading lights in social change and social care transformation.

The practice model of the Social Care Ideas Factory will be to encourage and involve members to work together to 'craft innovative responses' to the spectrum of reshaping, transformation of social care as we know it.

SCIF will also support members with the theory, policy, system, process and practice of Personalisation and Self Directed Support.

Our new business model envisages we will operate within 4 pods with mix and match palettes of products, projects and services:

1. Information, Representation and Peer Exchange Pod
2. Ideas 2 Practice Demonstration Pod
3. Social Marketing – 'Selling Care & Support' Pod
4. Personalisation & Self Directed Support Pod

Membership of the Social Care Ideas Factory will change from the GSCPF sole social care provider membership to focus on an inclusive, co-produced approach reflecting the ethos that change can not happen in the silo of social care and health.

Successful change will depend on participation of a wide range of people.

Our new expanded membership which aka our 'Supporting Cast' will have 5 full categories:

1. Individuals (who use supports) - Carers/supporters
2. Social Care, Health, Housing, Education Providers
3. Advocacy (representatives and organisations) and Brokers, Representative bodies and Umbrella organisations
4. Government, Health Board, Local authority, Enterprise Companies, LLPs, Regulatory bodies, Unions
5. Individuals – sole traders, workforce

With 4 Associate Categories

1. Professions
2. Industry
3. Suppliers
4. Community Resources

Our current funders Glasgow City Council Social Work (Service Modernisation and Children & Families teams) and the Scottish Government have fully endorsed this change of model and approach.

The Social Care Ideas Factory will build on GSCPF's substantial track record built up over the last four years, involving people, relationships, experience, skills, practice, intelligence and outcomes, and incorporating the national and local transformative messages.

Our new model of operation will ensure we can better respond to our members and partners by concentrating on outcomes that bring significant value, benefits and practical solutions when supporting the transformation of social care; including the new opportunities, demands and markets that Personalisation and Self Directed Support will create.

By changing from GSCPF to the Social Care Ideas Factory we reflect the change we are striving to inspire in others.

We must get ready for tomorrow today.

That's what our vision is all about. It creates a longer-term destination for our business and provides us with a roadmap for successful partnership working.

Our immediate priority is to do everything we can to ensure that you, our members understand the dynamics driving our change to the Social Care Ideas Factory and to inspire you with the enthusiasm and confidence to support and sustain the Social Care Ideas Factory.

Together we can make the vision of the Social Care Ideas Factory a reality, and provide the sector and those it supports with real and tangible benefits.

Together we can help shape the market place which will play such a huge part in the delivery of social care for the foreseeable future.

C. Barker

Equipping Members for Changes Ahead

Over the recent months I have been working with GSCPF looking into the potential for self directed support (SDS) to be applied in the field of children and families work.

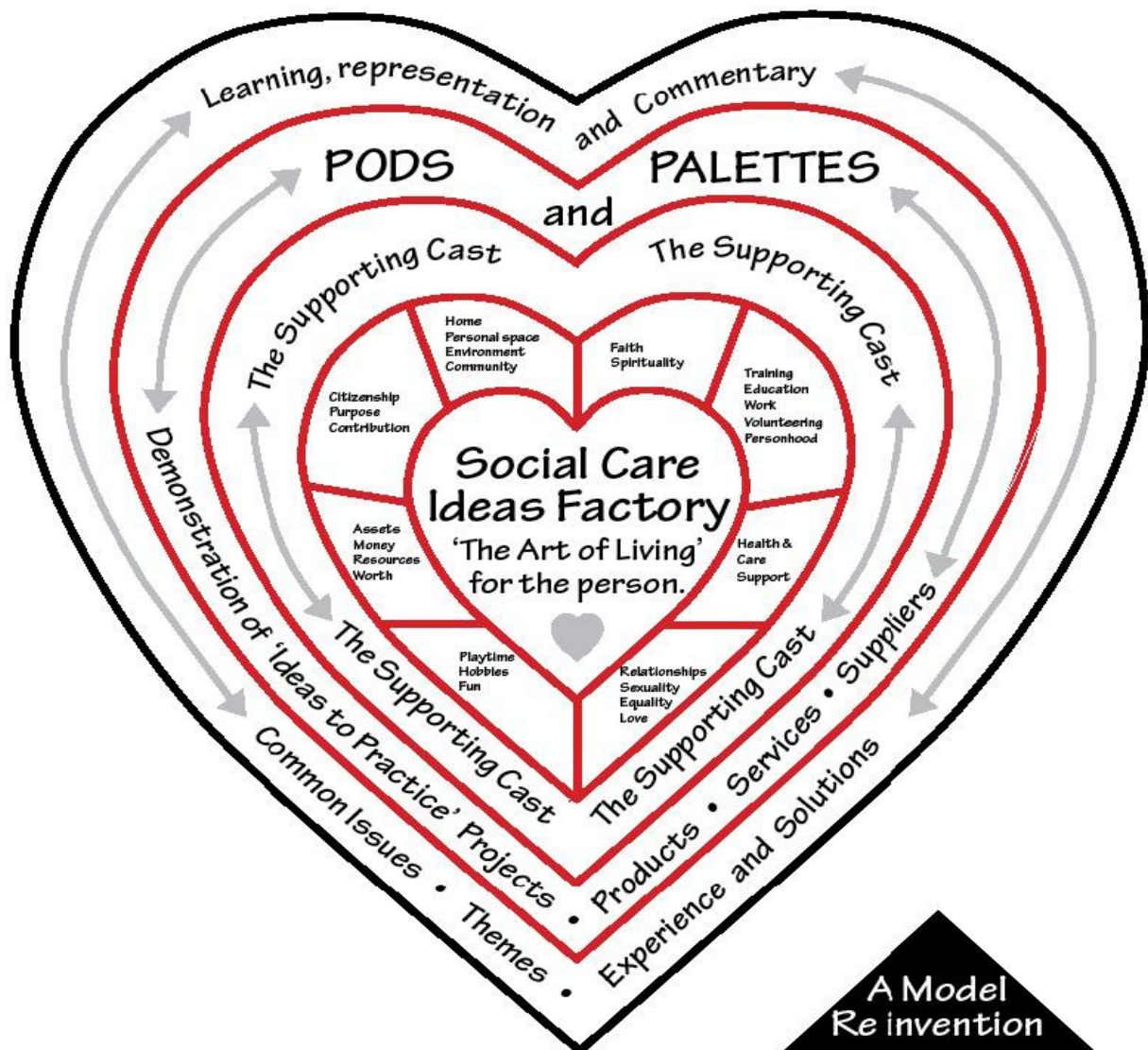
SDS is fast becoming a central element within social care in Scotland and where appropriately implemented it has the potential to enable a step improvement to occur in how individuals, families and groups determine the support they need and how it can best be provided.

It is also clear however that while there are strong drivers for its adoption there are also obstacles to putting the idea into practice, most obviously achieving this against the backdrop of major restrictions in funding for services.

Many providers will need support to manage these and the combination of representation and networks, practical help and innovative working that the Forum is proposing to put in place should provide the types of examples, learning and support that will be valuable to members as they adapt their own organisations and practices to meet the changes occurring over the next few years.

Graham McPhie
Consultant and
Independent Social Worker

The Art of Living Model



Our vision for this model is to use an inclusive co-production approach to what we do, always respecting the end user and valuing their input.

That is why the Social Care Ideas Factory puts the Art of Living for the individual at the heart of our Model Reinvention.

The individual is surrounded by some of the values, supports beliefs and interactions that make up the 'Art of Living'

The next layer is what we refer to as the Supporting Cast which is basically our existing and new membership for which we have another graphic (See P 5)

Next comes the Pods and palettes of services, captured on P6, and finally we try to capture the sort of thing we will do.

However it is really about taking responsibility for decisions and solutions we want to take forward. We know you are all jaded with being bogged down in talk and discussions, when what is required is decisive action.

We believe that this model captures how we can provide that energy and effectiveness.

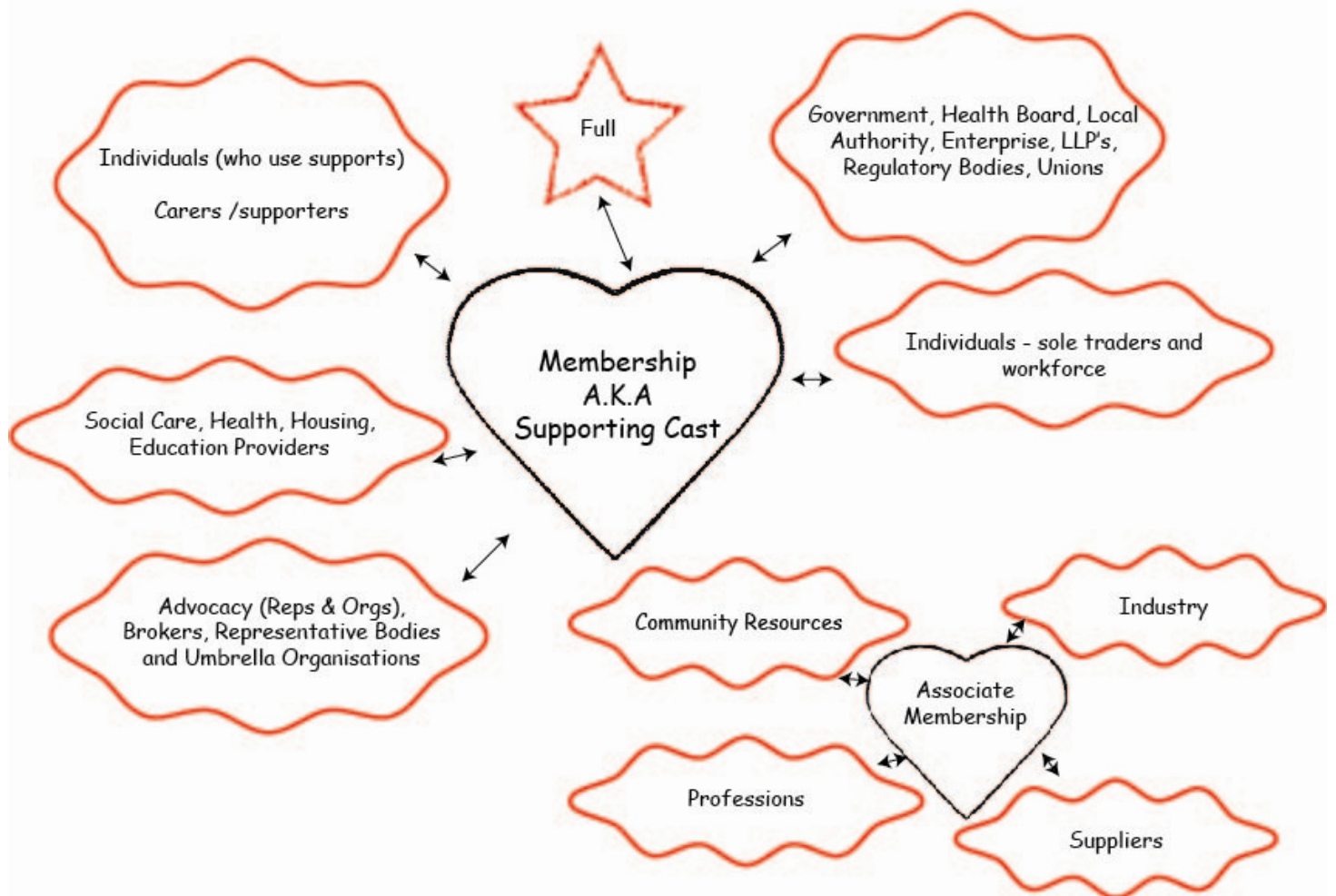
Ambitious and Exciting Leadership

I am delighted about the changes proposed within GSCPF and see great opportunities for progressing even more effective partnership working in the future. It is refreshing to see an organisation take such a fundamental look at its role and function. The new redesigned SCIF is ambitious and exciting and well placed to influence change at several levels within the private sector, the commercial world, as well as in universal services and specialist social care services. This is the kind of leadership needed in these times of change.

I am looking forward to working alongside those leading on the key themes.

Margaret Wheatley
Self Directed Support Manager
Social Care Services
Glasgow City Council Social Work Services

A Bigger Supporting Cast and More Revenue Opportunities



The Social Care Ideas Factory will look to significantly expand its membership, 'AKA the Supporting Cast' to create new opportunities and boost income from subscriptions.

But the real driving force for a wider and all-embracing membership is the fundamental belief that successful change cannot be achieved in the silos of health and social care alone.

Director Charlie Barker spelled out how this reality dawned on the Board and Staff as they reviewed the success of the Festival of Ideas which involved provider organisation and their staff working with a wide cross section of individuals and organisations including the professions, business, commerce and trade unions and sole traders.

She said: "We had never worked with such a mixture of people and organisations from outside our core disciplines. The energy and originality that resulted was a huge part of the success of the Festival of Ideas.

"One of the legacies is that we already have a database of over 1,000 of potential members, which means we will hit the ground running."

As a result SCIF will offer two level of membership:

Full membership will be open to existing and new provider organisations, their workforce, individuals who use support and their carers, housing and education providers, health boards, local and regulatory bodies, advocacy representatives, brokers and umbrella organisations.

Associate membership will be offered to community resource providers, industry including banks, travel and insurance industry, transport and retail, as well as the professions and suppliers such as web designers, dating agencies and tradesmen.

The changes are designed to strengthen SCIF's position as a market provider, bringing together organisations and individuals who provide or need services, with those who have an interest in providing imaginative and creative ways to meet their requirements.

Painting a Brighter Future



S CIF has divided the fields it intends to target into four Pods and Palettes.

Charlie Barker explained: “They are really like a painter’s palette with lots going on, so that you can dip in and out or mix and match to meet your needs.

The information and representation palette has a lot to do with listening to what people need and delivering that support be it coaching, peer experience.

It also embraces our responsibility to continue to represent you. It is about clarity of own messages, and we have become more professional on that side of our business.

Finally it is about turning opinion into action. People have a lot to say but it is often to make sure than translates into specific action.

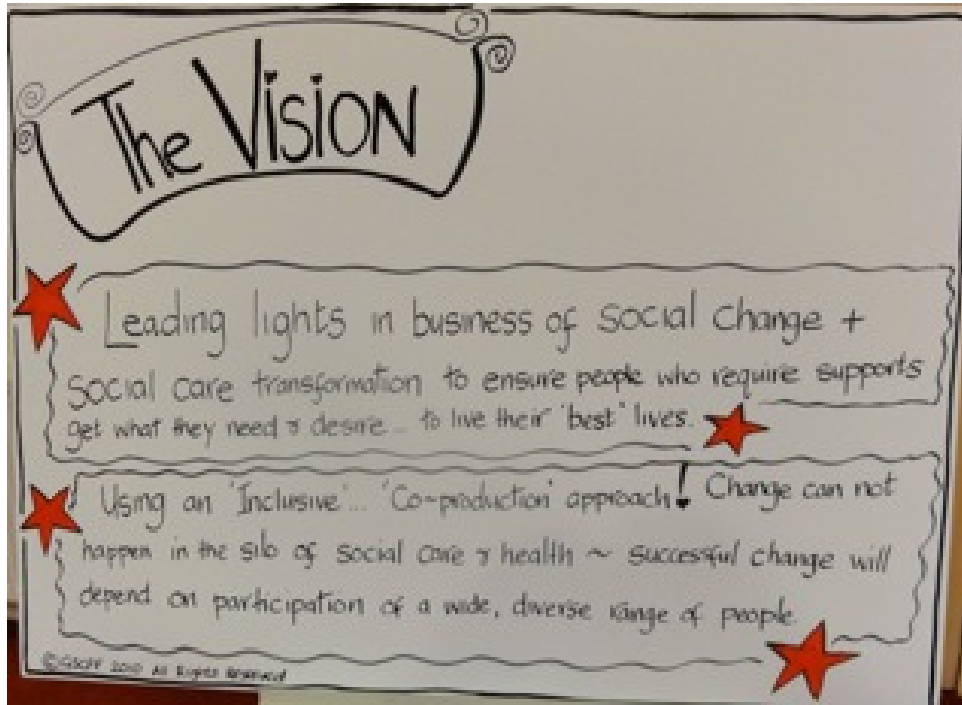
The Ideas to Practice Pod is about seeing things in a wider context and adapting to meet all the changes that demands.

We have a large children’s provider community and are working on a project to understand how SDS relates to children and young people and then to turn that into action with outcomes, support planning and so on. Our assistive technology project is looking at what role that has to play in helping people live their best lives, and was oversubscribed before we started.

The Social Marketing Pod will embrace all the things we can do to help you take your service to market, because we will be living in a retail not a wholesale environment where how you communicate and market your services will be crucial to your survival.

Personalisation and SDS deserves a pod of its own because of its relevance to everything we do, and ensuring that you are kept informed of developments, like for instance understanding how the Resource Allocation System will work. If you are operating in the Glasgow area fasten your seatbelts on this one because Glasgow Social Work have a very tight timetable and the Scottish Government is also driving it forward with real vigour.

Special Membership Meeting Welcomes The Vision of a New Future for GSCPF



The Vision Behind the Ideas Factory

Members of GSCPF were given their first opportunity to interact with the organisation's proposal to evolve into the Social Care Ideas Factory (SCIF) at a Special Membership Meeting in the Victory Christian Centre in Govan on Thursday September 9.

Board member Roddy Wright and Director Charlie Barker unveiled the organisation's 'Roadmap to the Future' and most of the fifty or so senior management present seemed to like what they saw and heard.

Charlie Barker said: "I was hugely encouraged by the positive response from our members.

"There was an awful lot for them to take in, but they know from their own experiences how fast the sector is changing and they recognise that GSCPF has to change the way it supports its members to remain relevant and viable in that new landscape.

"This was their first chance to see how we will rise to the challenge, and I am delighted that they seemed to like where the Social Care Ideas Factory will take them."



Roddy Wright opened the meeting by reminding members of the environment of change, and said that the proposals to meet those challenges by evolving into SCIF have the full support and endorsement of the board.

He added: "We as a Board have been energised by working with Charlie and her team on this project.

"What we are putting forward is a proposal, not a consultation. The reason the Board is being so direct is because the need to change is imperative.

"GSCPF has achieved a lot over the years I have been involved, but we believe that we can do better. We are very good at coming up with plans, good at the chat and discussion and pushing forward agendas.

"But we decided we could be better at creating solutions - solutions that will enable us to provide a better service for our members from the small and niche organisations to the large social care providers."

Charlie Barker said that the proposals were intended to refocus and re-energise the organisation by adopting an inclusive co-production approach which respects and values the end user.

She said that GSCPF dipped its toe in the water by staging the Festival of Ideas which started out as an exercise in raising awareness of Personalisation and Self Directed Support.

But she said it was effectively an exercise in social care transformation because it broke new ground in working with lots of different people industries and professions, working with staff at all levels.

She added: "Our new proposals are about taking responsibility for decisions and solutions we want to take forward and working in way that releases creativity.

She said the decision to widen the membership and offer associate memberships to individuals and organisations from outwith the provider community would open the door to potential income streams from those who wanted to advertise their skills and services to the new market of individual budget holders.

Natural Party Planners

Delivering Through You as Ambassadors

Continued from p7



In the general discussion Margaret Wheatley Glasgow Social Work's SDS Manager said that the organisation had set itself a massive and

hugely ambitious agenda which was very exciting, but she wondered how it would be delivered.

Charlie said: "We are natural party planners.

"We recognise that we cannot do everything on our own. We will be Glasgow based but we have been approached by other local authorities.

"If these approaches bare fruit we would look to charge a consultancy fee or outcome based contract, and hope to deliver the service through you as ambassadors.

Some members asked how the proposals would affect existing forums already working in the field of health and disability.

Charlie replied: "An important part of our co-production approach is to work closely with a number of peer partners including Independent living in Scotland, Glasgow Homeless Network, Glasgow Centre for Inclusive Living, SPAEN, Volunteer Centre, and Faith in the Communities Scotland.

"Our initial approaches suggest they are keen to get involved with us, and we can learn a lot of them in terms of looking at our approach, our objectives and our connections.

It would be good to get that cross fertilisation of people and organisations.

But on the question of forums in general she added: "What you have now will still be retained, but we will be looking to make it work better."

The meeting discussed how social change and in particular Self Directed Support would impact on Children and Families.

Charlie said that she was keen to explore what the strategic and practice issues are, but that the feedback from a lot of members was that SDS would not impact on Children and Families.

Pat Coltart Glasgow's Principal Officer Commissioning Children & Families said: "Let me nail that one right away. SDS will impact on children and families.

"We are part of the next phase of implementing SDS. We may not quite be up to the same speed as others, and we have a lot of challenges to work through, but it is going to happen.

"We are already looking at SDS for children in transition and we will be discussing how we move forward."

Charlie said that she hoped the some of the research into this area would identify themes to help that process.



Sarah Burgess of Alzheimers Scotland: "I think the vision is about being a step ahead and it recognises that social care is about so much more

than simply looking after someone's basic needs.

"It recognises that all sorts of things are important to people and for older people that can be anything from money worries to legal issues and all different things.

"I think these proposals mean the Forum will be much better placed to help us be there for people and make a difference.

Dana O'Dwyer of The Mungo Foundation also backed the proposals.



She said: "I like the heart and the fact that it puts the person right at the centre. I suspect that in the past it would have been us, the providers that would be at the centre of that heart because the organisation's priority was fighting for us.

"The Festival of Ideas changed all that. It was our staff who were attending these events, and coming back all fired up and wanting to change things, instead of us having to tell them.

"And when I got involved I found that people we would have been up against in a competitive tendering situation were sharing all sorts of information and that can only be good for everyone."

Ann Marie Docherty of Fair Deal said that she was not opposed to the changes but she thought there should have been more consultation.

But Gill Dow of the Mainstay Trust said: "I think sometimes you just have to lay it out there and say 'to hell with the consequences'.

"I have absolute faith in what the Forum has done in the past and that's where my trust lies in where you want to take us."

Donna Thompson of Enable Scotland said: "I really enjoyed the Festival of Ideas and I think it took the work of the Forum to a new level.



"But once you have experienced something new, and especially if works well, it is really difficult to go back to what you were doing before.

"So I think you are right to press ahead with these proposals."

She added: "I am sure people like Theatre Nemo who worked with us on the Festival of Ideas will be keen to maintain that connection and will welcome the new membership arrangements.

Summing up Charlie said: "A lot of what we have discussed is what we are already doing, but we have tried to express it differently in an operational way.

"What we achieved with the Festival of Ideas set us off on the road of social transformation and I think we are well placed in terms of understanding the future.

"We welcome the continued conversation".