

# Integrated Service Planning

## What is it?

Integrated Service Planning is a 'client centred' approach to planning that helps organisations focus on how they can use their strengths, helping individuals (and employers) to get more effective and joined up services, so that:

- **people can achieve goals that are important to them** – getting skills, being successful at work, supporting their families, taking more part in community life;
- **businesses can recruit employees** with the right skills and attributes;
- **local partners can meet key priorities and targets** – for employment, skills, health, prosperity, volunteering, community safety, cohesion etc. ;
- **funding and strategic bodies understand the range of services** and how they need to be commissioned and delivered, and
- **delivery organisations can respond to their clients priorities and those** of their funding and strategic bodies – achieving outcomes for employment, skills, health, wellbeing etc.

## Who finds it helpful?

The approach and plan format (see page 4) gives a **shared mechanism** for commissioners and deliverers of different services to identify how they can integrate services for **particular groups of people**.

It also helps to **make a reality of policies and strategies**. For example, organisations can identify how a combination of services can help deliver joint strategies such as community strategies, work and skills plans, volunteering and community action strategies, Local Enterprise Partnership plans etc., whilst at the same time making clear how individual organisations can achieve their objectives for example, for informal adult learning, access to psychological therapies etc. This can help delivery organisations to position themselves effectively, and commissioners to understand what is essential for the successful delivery of their policy aspirations.

See the 'Integrated Service Planning In Action' sheet for some examples of how the approach is helping individual organisations and partnerships.

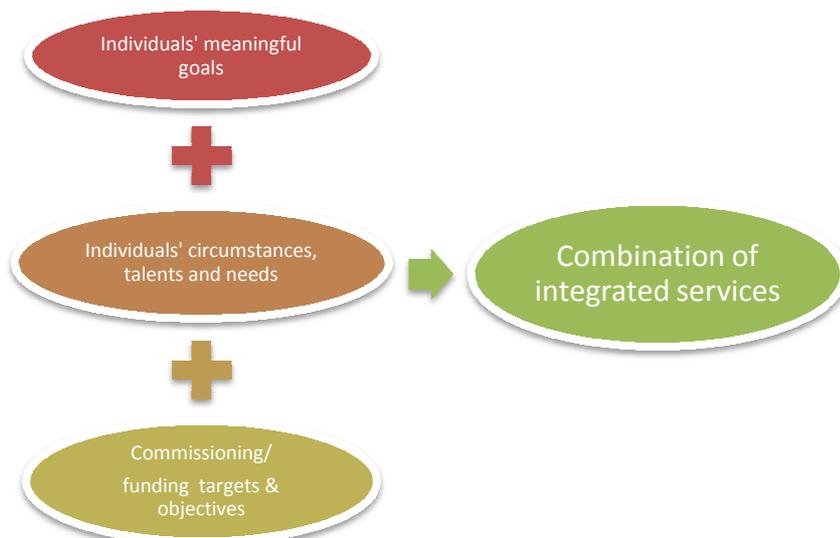
### What are we trying to integrate?

The diagram below is messy – just like real life! What it's intended to illustrate is that many people have a range of needs that interlink, varying in their intensity and nature over the course of time. We know that for services to be really effective, they must respond to this kind of complex picture. The Integrated Service Planning (ISP) approach is there to help, giving a common mechanism for person centred planning, delivery and review.



### How does it work?

Integrated Service Planning (ISP) works on the principle that to be effective, we need to be clear about peoples' talents, needs and aspirations, and how they link with the objectives and targets for delivery organisations and commissioning/ funding services.



Developing tailored services that are personalised involves recognising and understanding how amongst a group of people with some similar talents, needs and aspirations there are common characteristics. This recognises that each person is an individual, whilst also identifying that there are key needs/issues that services will need to respond to if they are to be effective.

For our workshop, we will use the example client ‘journeys’ to help us work through how services need to be delivered and integrated to suit differing needs. These ‘journeys’ are intended to illustrate particular groups of adults – so that we focus on **people first**, rather than organisations, programmes or strategies.

When using ISP for real, you need to identify the key characteristics of the group or groups for whom you are planning and the key:

- **services** that will help these people **tackle their barriers and achieve their goals?**
- **how, when, where and by whom** should these services be **delivered, including where volunteers could add value?**

Drawing on what services you think are required for each group, the Integrated Service Plan checklist on page 4 can then help us to answer the following key questions:

- What’s already **in place** that meets the key design features we know will be needed by each group, and who funds these elements? (we’ll draw on the range of expertise in the room to populate our plans with the programmes, services and tools that we know are available)
- Where are the **gaps** and what needs **reshaping/changing?**
- What **success measures** reflect the **goals of individuals, employers and the public agencies?**

As you work through the checklist, you should also consider:

- How will the **services be joined up** sufficiently to prevent individuals and/or employers from ‘falling through the gaps’?
- Where there are gaps, which **public investment** should be drawn on, are employer/individual contributions and/or volunteering support appropriate?
- The **actions** that need to be taken in order to address key issues that we know will create person centred collaborative service delivery.

### Limitations!

Of course, anything presented on a two dimensional table has limitations, and the Integrated Service Plan is no exception. The diagram on page one illustrates that client journeys for health and other key factors like housing may take place **in parallel** with learning, skills and employment – and probably at different paces. Also, people rarely move in straight lines – circles and wavy ones are much more common!

It isn’t possible to show on a two dimensional plan, but experience has shown that it can be a real help if we think of it as more of a **checklist** to identify strong services and troubleshoot where they aren’t quite working well enough at the moment or where there are gaps.

## Integrated Service Plan for initial planning

Priority group of individuals, their needs and goals:	
Employers and their business/recruitment/skills goals:	
Success measures (individuals, delivery partners, commissioners/funders, strategic)	

Checklist of services and provision that a person might need (not necessarily linear) This should include at all points of the process <b>how individuals are supported to move from one service to another – the ‘routeway broker’ role.</b>		What is currently in place and who delivers and funds?	Assessment of current service/provision/tools Effective and joined up ✓ Gap ✗ Needs modifying ↻ Effective but not joined up ⇄	Action to address key issue
<b>Referral, engagement &amp; assessment services for individuals</b>	<p><b>Examples of services</b></p> <ul style="list-style-type: none"> <li>• <b>Engagement</b> in informal activities, learning and therapies to build confidence</li> <li>• <b>Joined up assessment</b> of health, housing, learning, skills and employment needs and goals (other key issues should also be assessed for eg: finance, debt, benefits, etc. where relevant)</li> <li>• <b>Development of Individual Plan</b> drawing on all elements of the assessment</li> <li>• <b>Integrated advice and guidance</b> - skills, volunteering, employment etc. that is informed by health needs.</li> <li>• <b>Supported referral</b> to learning/skills, health &amp; wellbeing services, volunteering etc provision</li> </ul> <p>★ <b>Routeway broker role</b></p>			
<b>Learning, skills, health &amp; well being, housing, pre-employment &amp; support services for individuals</b>	<p><b>Examples of services/provision</b></p> <ul style="list-style-type: none"> <li>• <b>Health &amp; well being therapies and services</b> – dovetailed with skills and job support</li> <li>• <b>Housing support</b></li> <li>• <b>Foundation learning/skills</b> – including basic skills</li> <li>• <b>Vocational/work skills training</b></li> <li>• <b>Employability skills training/attribute development</b> eg: team work, leadership etc.</li> <li>• <b>Volunteering/ intermediate labour market job</b> eg: in social enterprise, and work placements/trials</li> <li>• <b>‘Job getting’ support</b> - CVs, job applications, mock interviews, prep for self-employment etc.</li> <li>• <b>Mentoring</b> during the transition into work.</li> <li>• <b>Financial ‘transition into work’ advice and support</b></li> </ul> <p>★ <b>Routeway broker role</b></p>			
<b>Services for employers/ self employment</b>	<p><b>Examples of services/provision</b></p> <ul style="list-style-type: none"> <li>• <b>Development of recruitment routes</b></li> <li>• <b>In work mentoring, training and support.</b></li> <li>• <b>Vocational/bespoke training</b> to keep the employee in work/aid progression.</li> <li>• <b>Support for people in self-employment</b></li> <li>• <b>On-going advice and support for managers</b> to enable support for vulnerable employees etc.</li> </ul> <p>★ <b>Routeway broker role</b></p>			

## Customising the ISP – a flexible approach

The ISP can be used for a variety of different purposes, for example, planning a new integrated service for a particular group of people, reviewing a current set of services to troubleshoot issues, identifying how new services or organisations can be integrated into an existing set in order to improve effectiveness, dealing with reductions in funding by finding new ways of delivering more effectively with less finance etc.

The column headings given on page four are designed for reviewing a set of existing services to identify gaps and issues for a particular group (including the routeway broker role).

Column headings can be customised for different purposes. For example, for planning a new set of integrated services, column one may become 'what services would this group find most effective?' ie: the ideal set of services for a particular group of people. If a set of partners are working together for the first time, the question might be 'what services can be offered and by whom?'

Also, the checklist of services can be amended or added to, reflecting the particular group of people being planned for. For example, they may include more health services if appropriate, or resettlement services if other groups such as ex offenders are being considered.

## Working towards an integrated service system

To help us get a feel for the bigger picture of what might be emerging through the new administration, the diagram overleaf shows **some** of the key elements involved in delivering an integrated system that can bring together learning, skills, employment, specialist health, housing and financial support services where required for particular individuals.

It is intended to span the **type of services** that the range of individuals and employers will need, rather than include every possible service that might be available locally.

The diagram shows that the definition of who is 'in scope' of an integrated learning, employment and skills system includes those who may be many years away from achievement of goals such as paid work – because of personal, health or family circumstances. The key factor is progression – no matter what stage an individual is at, the system should support their progression towards achieving their goals.

The particular route that an individual might take will be dependent on their needs and goals, as well as their particular circumstances and related entitlements (benefits etc.) – only the broad direction of progression is indicated in the diagram.

What is critical is that services funded by the different agencies and departments (Skills Funding Agency, Department for Work and Pensions, Department for Communities and Local Government, Home Office, Local Authorities etc.) can be blended to deliver an integrated offer. This should incorporate the dovetailing of services for businesses and for individuals (in work and not in work).

# ROUTE MAP TO SUSTAINABLE WORK

