

Putting People First in Northumberland

Choice and Control on the Ground Service

Provider Events



Event Evaluation Report

"I found the day very interesting; good knowledge; guidance given; clear and accurate; question and answer section very useful."

For more information contact Jane Glendinning, Communications and Information Manager, Northumberland Care Trust. Tel: 01670 394 417

Email: jane.glendinning@northumberlandcaretrust.nhs.uk Northumberland Care Trust, Merley Croft, Loansdean, Morpeth, Northumberland, NE61 2DL.

www.northumberlandcaretrust.nhs.uk/puttingpeoplefirst

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1.0 Executive Summary

In December 2007 the Department of Health released- 'Putting People First- a shared vision and commitment to the transformation of adult social care'. This makes clear that personalisation, including a strategic shift to early intervention and prevention should become the cornerstone of public services.

This is a big change to the way services are delivered now and provides challenges for the market place to make self-directed support the route to social care provision. Services and support must now place the person using services and their families firmly at the centre of choosing and controlling services and support that meet their needs.

In September 2009 Northumberland Care Trust in partnership with Northumberland County Council ran a series of events for existing and potential 'new' providers of social care, to raise awareness of the national Putting People First vision statement. The events also aimed to highlight the potential changing roles for providers and commissioners in the provision of social care in Northumberland in line with this.

'Choice and Control on the Ground' events were held on Wednesday the 16th of September, at Newbiggin Sports and Community Centre, Newbiggin-by-the-Sea, and on Monday the 21st of September, at St James Church Centre, Alnwick.

The events were evaluated in order to;

- gauge their success
- report on service providers views about 'Putting People First'
- help shape future support and communications work with them.

Feedback was provided within the group discussions and evaluation forms provided to each delegate. This has formed the basis of the evaluation report.

Overall, findings from evaluation forms indicated that the event was beneficial to delegates but it also raised concerns and questions. Many delegates felt they still needed much more information about how Putting People First is being delivered in Northumberland and information about any available funding to facilitate the changes in adult care.

2.0 Background Information

Northumberland Care Trust held two events with service providers on the 16th and 21st of September 2009 to discuss the 'Putting People First programme in Northumberland' and future changes to adult social care.

The events were attended by over 100 delegates. This included representatives from:

- Service providers of social care
- Providers who are currently delivering domiciliary, residential and housing services
- Community and voluntary organisations
- Small family employers
- Information and advocacy organisations
- NHS and Northumberland County Council senior managers in commissioning and procurement

The aims of the events were to provide:

- An overview of the national vision for 'Putting People First' and the changing relationship between commissioners and providers
- An update on progress on the Putting People First programme in Northumberland
- Share best practice in working with providers to stimulate the market place
- To provide opportunities for the market place to shape the strategy for Putting People First in Northumberland
- Recruit members for a Putting People First Provider network; a proposed forum for briefings and discussion around personalisation issues generally. This aims to assist providers, community organisations, family employers to make the changes needed to work in the new world of self-directed support

In order to meet these aims the event's programme was devised to offer opportunities to hear from expert speakers, a personal story of a woman who is self-directing her support, a provider case study as well as facilitate extensive group discussion and feedback sessions, and question and answer forums.

The events were promoted through a number of channels. Northumberland Care Trust sent over 700 letter and email invitations to a wide variety of voluntary community sector organisations, networks and provider organisations. These included organisations the Care Trust currently commission to provide social care services, members of the existing

5 provider forums and interested providers who had made individual approaches for information.

Care Trust and Council staff promoted the events at networks and meetings across the County from June 2009 onwards.

Out of the 700 invitations that were sent to organisations and groups, and as a result of the promotion of the event, over 100 people attended events and over 70 organisations wanted to be part of the Putting People First Provider network.

The two locations of the events were chosen due to their central location in the north and south east of the county, and ease of accessibility via transport links for delegates.

3.0 Feedback

3.1 Event Format

Speaker Christine Squires

The event was opened with an introduction from Christine, a personal budget holder and member of North East Citizen Leadership group. She said that the event came at a key time when her involvement in regional and national development work on a common national resource allocation system to give authorities a framework for working out personal budgets is about to be launched.

Christine said the Putting People First agenda was an opportunity to give people more choice and control over their support and their life. The event aims to share best practice amongst service providers and start a dialogue with providers about personalisation in order to help organisations get ready for the changes in adult care. She told her personal story of her experience so far of self-directed support and having a personal budget, and how it has in her words 'given her life back', supporting her to live independently, socialise and sustain employment.

Speaker Fiona Horsman

Fiona Horsman, Transformation Programme Manager at Northumberland Care Trust explained how government has made it clear through the Putting People First vision statement how it expects adult social care to change in the coming years. She also identified local targets in Northumberland. There was a clear vision that runs through personalisation. This is where support is personalised to each individual, who is then able to control the support they receive. Fiona said the agenda is exciting and challenging and outlined the implications for service providers and the opportunities identified through national learning to date. We are fortunate to have learning from national pilots of individual budgets the precursor to personal budgets. However, we have to make sure that what we put in place is sustainable in the longer term and stakeholder input into this was therefore essential. For more information on what is happening in Northumberland visit www.northumberlandcaretrust.nhs.uk/puttingpeoplefirst, for a national picture visit www.dh.gov.uk/socialcare

Speaker David Bowes

David Bowes, Consultancy Director from Value Works spoke about a new way to access information on what is available to spend your personal budgets on and manage your budget via a web based system, Shop4Support. Shop4Support is referred to as the 'ebay' of social care. It is a new virtual platform for individuals and organisations to access services and

manage personal budgets. David gave an overview of the system, how it worked and described its benefits for individuals and organisations. Shop4Support is being reviewed across the region and is one of many new ways for purchasing support that is being explored in Northumberland as part of regional work with Newcastle City Council

Speaker Pam Lawrence

Delegates reconvened in the afternoon for a presentation from Pam Lawrence, MBE, Ex-Chief Executive from Edward Lloyd Trust. From her involvement in individual budget pilots and speaking to people using services, carers and colleagues, she highlighted their new ways of working, the positive and negatives of their approach as well as the lessons learnt.

The new way of working for Edward Lloyd Trust involved changing the role of their support workers, reporting pathways, office support systems in training and finance. The key learning from the pilot was to develop a focus on marketing your services to customers, involving individuals, families and staff in shaping new and existing service provision, and resource training at all levels to embed personalisation principles in your organisation.

All delegates need to start thinking from today about what they can do to support individual outcomes and empower individuals to direct provision.

3.2 Feedback from Group Discussions

In the afternoon delegates were divided into groups for workshops that looked at:

1. What are the challenges of Putting People First for your organisation?
2. What help might be useful to your organisation to meet the challenges?
3. What are the opportunities for your organisation?
4. What support are you already aware of?

As groups they feedback their key challenges, opportunities, and the priority areas where support for providers is needed. These are summarised and listed below:

Key challenges

A. Balancing flexibility for customers and the risk of unknown levels of revenue for the business

1. Managing unknown cash flow- less economies of scale?
2. Increasing staffing levels
3. Costs of invoicing individuals and implications for managing separate budgets

B. Good communications and marketing with people using services

1. Knowing where to position yourself in the market place and what your unique proposition to customers is
2. Shift in communicating and developing relationships with commissioning organisations to individuals
3. Effectively communicating with people using services in promotions to meet individual rather than organisational and statutory requirements
4. Changing attitudes to encourage individuals to take more control

C. Resource implications for providers

1. Flexibility in staffing levels and developing individual staff contracts including terms and conditions to meet new demands
2. Capacity to deliver services to meet demand across the county in particular within rural areas and the related increase in transport costs incurred
3. Growing new types of service based on an unknown cash flow
4. Funding & sustainability

D. Sustainability

1. Business planning- taking into account potential financial losses coupled with increasing service offer to meet demand as well as having the information to develop business plans
2. Managing the change and the resources in the transitional period- allocation of finance whilst continuing to deliver traditional support
3. Keeping stable workforce to offer continuity and consistency
4. Increased competition- reduce partnership working? How can you compete and work collaboratively?

E. Training to understand new self-directed support system better

1. Organisational change- making changes quickly enough and getting buy in from staff at all levels
2. Training and development for existing work force- need finance to deliver training and the new skills and competencies, qualifications that will be required are unknown
3. Attracting new workforce for the new job roles needed
4. Safeguarding – ensuring checks and quality standards maintained

Key opportunities

A. Expanding into new areas and offering more flexibility of services

1. Giving people what they really want
2. Innovation and increasing the type of services and support available
3. Developing niche markets
4. Opening the market to different providers- e.g. support to go to the pub rather than luncheon clubs

B. Innovative and personalised service delivery

1. Provide person centred and flexible services
2. New types of provider organisations
3. Expansion of social enterprise sector
4. New services including specialist services such as handyman, advocacy and brokerage services

C. Organisations working together

1. Increased partnership working & between different providers
2. Sharing best practice
3. Business expansion into new areas
4. Opportunity to change culture and mindset- e.g. joint forums and training

D. New employment opportunities

1. New workforce- volunteers, non-social care professionals
2. Increased training opportunities (budgets permitting) - e.g. personal assistants

Key support areas

- A. Funding information
- B. Support, information and advice during transitional period
- C. Opportunities to share information, best practice and access networks
- D. Standard training e.g. on the new system, how personal budgets work, support planning
- E. A contact for Putting People First to raise awareness and respond to provider queries
- F. Payroll, legal and marketing advice

Resources and contact information

As part of the group work a number of key organisations who could provide support were identified by delegates. The details of these are shared below where available.

- **ACAS**
<http://www.acas.org.uk> Tel: 08457 47 47 47
- **Age Concern- support for payroll**
<http://www.ageconcernnorthumberland.org.uk/>
Tel: 0845 140 00 88 - non geographic number
01670 784800 Email: info@ageconcernnorthumberland.org.uk
- **Federation of small businesses**
<http://www.fsb.org.uk/default.aspx?id=0&loc=030>
David Longstaff Tel: 01609 773038
- **Gateway into the community**
<http://www.gatewayintothecommunity.co.uk/>
Telephone: 01434 607653
Email: gatewayintothecommunity@btconnect.com
- **In Control**
www.in-control.org.uk
Tel: 0156 482 1650 Email: admin@in-control.org.uk
- **Learning Skills Council**
<http://www.lsc.gov.uk/regions/NorthEast/>
Area North - Northumberland and Tyne & Wear
Tel: 0845 019 4181 Email: tyneandwearinfo@lsc.gov.uk
- **Mencap**
<http://www.mencap.org.uk>
Tel: 020 7454 0454 Email: information@mencap.org.uk
- **Micro Market**
<http://www.micromarket.org.uk> Tel: 0121 707 4449
Email: Ayesha@supportsolutions.co.uk
- **Northumberland Care Alliance**

Tel: 01670 394441 Email: charles.plumeridge@northumberlandcaretrust.nhs.uk

- **Northumberland LINK**
Tel: 01434 600599, Email: info@northumberlandlink.org.uk
- **Social Enterprise Northumberland**
Tel: 07917266864 Email: tony.kirsop@northumberland.gov.uk
- **Transformation Team, Northumberland Care Trust**
01670 394 417 Email: ppf@northumberlandcaretrust.nhs.uk

Funding

- **Capacity Builders Fund**
<http://www.capacitybuilders.org.uk/>
- **Rural Enterprise North East**
For further information about the programme, contact Business Link in the North East on 0845 600 9006. Email: enquiries@businesslinknortheast.co.uk
- **Business Link- Build to Achieve Fund**
Jamie Penfold, Sector Broker, Tel: 0845 600 9 006
Email: Jamie.Penfold@businesslinknortheast.co.uk

Please refer to Appendix 1 for further details of resources available which were circulated at the events.

3.3 Evaluation Feedback Forms

Delegates were asked to complete evaluation forms before and after the event. Below is a summary of the 84 responses.

Analysis of the evaluation forms indicates that the majority of delegates found the event to be very worthwhile, informative and well organised.

Evaluation feedback suggests that the delegates found they were very useful in improving their awareness and knowledge of Putting People First, self-directed support and personal budgets. Prior to the event 53% of the delegates had good or reasonable knowledge, with 13% with little or no knowledge. This increased by 36%, with 89% of delegates rating their knowledge of self-directed support and personal budgets as reasonable or good following the event.

With regards to the programme the majority of delegates found the day both informative and interesting with topics clearly discussed and explained. A large number of delegates commented that in particular the presentation given by Pam Lawrence, ex-chief executive of Edward Lloyd Trust and the group work were the most useful parts of the programme.

Moving forward delegates would like to be updated on the progress of Putting People First in Northumberland as well as over 70 delegates wanting to be involved in Putting People First Provider Network. Evaluation feedback shows that 48 % preferred getting updates and information from events and or training. Others preferred newsletters and or policy/procedure documentation and only 10% would like to receive information from leaflets making this the least preferred format for future information.

The events location, accessibility, public transport links, and ease of booking were all evaluated positively.

What the delegates said:

Listed below is a selection of quotes from the evaluation feedback forms that delegates completed.

“Found day very interesting, good knowledge, guidance given, clear and accurate, question and answer section very useful.”

“Best training day in a long while - informative, clear and interactive and purposeful.”

“Useful - thought provoking. Help to give some clarity. Good networking”

Appendix 1 Useful Links and Documents

Links

<http://www.dh.gov.uk/en/SocialCare/Socialcarereform/Personalisation/index.htm>

The Department of Health website – policy publications, consultations, guidance documents and research reports, as well as bulletins, speeches and press releases.

Specific Documents:

['Putting People First - a shared vision and commitment to the transformation of adult social care'](#)

This ministerial agreement sets out a shared vision across government which will guide the transformation of adult social care across the country by 2011.

http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndguidance/DH_081118

The implications of individual budgets for providers report from a workshop held on 19th July 2007 produced on behalf of Department of Health August 2007

The Office for Public Management (OPM®) was commissioned by the Department of Health (DH) to facilitate a workshop aimed at exploring the implications for providers of the wide-scale use of individual budgets to underpin self directed support.

This report highlights the key issues emerging during the workshop and some of the recommendations for further work.

http://www.dhcarenetworks.org.uk/library/Resources/Personalisation/Personalisation_advice/Implications_of_Individual_Budgets_August_07_OPM_DH.pdf

Evaluation of the Individual Budgets pilot programme: final report

The Individual Budgets pilot programme was a cross-government initiative led by the Department of Health working closely with the Department for Work and Pensions, and Communities and Local Government. The pilot was conducted over two years 2006-2007 involving 13 local authorities.

The report was written by a combined team from The University of York Social Policy Research Unit and the Personal Social Services Research Units of Manchester University, LSE and University of Kent; and Kings College London. They were collectively called The Individual Budgets Evaluation Network (IBSEN).

http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_089505

<http://www.dhcarenetworks.org.uk/Personalisation/Topics/Browse/Commissionersandproviders/>

This website has reports and examples of new ways of thinking about the role of commissioners in a personalised social care system. There is also some early thinking about how providers might be able to respond to a changed relationship with people who use their services.

www.in-control.org.uk

In Control designed a new system – self-directed support. The Government now wants all local authorities to change their systems to self-directed support.

<http://www.supportplanning.org/>

The support planning and review website is a place where people involved in changing the adult social care system can get guidance and examples from across the country on what to include in support plans for children and younger people, older people, people with mental ill health, a learning disability, or a physical impairment.

www.nationalbrokeragenetwork.org.uk

The NBN has been created as part of the 'In Control' initiative for self-directed support.

The National Brokerage Network (NBN) is a 'Network' of Networks' that has been set up to act as an information exchange and an authoritative voice for the development of Brokerage throughout the UK.

<http://www.idea.gov.uk/idk/core/page.do?pagelId=1>

The IDeA works for local government improvement so councils can serve people and places better. It is owned by the Local Government Association and belongs to local government.

<http://idea.gov.uk/idk/search/system-search.do?k=PERSONALISATION>
(Personalisation)

<http://www.idea.gov.uk/idk/search/system-search.do?k=individual+budgets>

(Individual budgets)

<http://kc.csip.org.uk/groupsearchresults.php?q=individual+budgets&g>

The Self-directed support network is a community of people who want disabled people, older people and their families to get more control over their support and services. It's a place where you can make connections with other people who are involved in changing service systems and practices, and get information to understand what these changes might mean for you, too.

<http://www.ndt.org.uk/projectsN/ME.htm>

The National Development Team for Inclusion is a not for profit organisation concerned with promoting inclusion and equality for people who risk exclusion and who need support to lead a full life. They do this through consultancy, development work and training with public, private and third sector organisations – including local authorities, the NHS, central government and independent providers. We work across all client groups, with particular expertise in learning disability and mental health, and have a strategic partnership with the Older People's Programme to add expertise in ageing.

<http://www.communitycare.co.uk/SearchServices/Search.aspx?o=&sKeywords=individual%20budgets&content=site&cat=&searchType=site&sortBy=date&filter=0#>

<http://www.scie-socialcareonline.org.uk>

The UK's most complete range of information and research on all aspects of social care-for free

<http://www.ncil.org.uk/individual-budgets.asp>

This website is designed to be a resource on independent living, direct payments and individual budgets for disabled people and others working in the field who may find it useful.

<http://www.naaps.org.uk/en/projects/>

NAAPS is the UK voice of small community service providers, including Shared Lives (formerly Adult Placement) and Homeshare.

<http://www.changeagentteam.org.uk/index.cfm?pid=218&catalogueContentID=3656>

Specific documents

ICN Personalisation Discussion Paper 09/01/2009

Personalisation and integration are set to be two of the biggest issues in 2009/10. With this in mind, the ICN ran three workshops in Summer 2008 to explore the views of its members – what they thought the challenges were, what the terminology meant, where the issue had come from, and who was going to be doing what in 2009. This input, along with other updates along the way, has been used to create a discussion paper on personalisation.

<http://www.northwestroadmap.org.uk/docs/SCIE%20Personalisation%20Guide.pdf>

Personalisation a rough guide

Published by SCIE, explains some of the basic definitions of personalisation, including individual budgets, direct payments, self-directed support and person-centred planning. It also explores what personalisation could mean for the social care workforce, the independent sector, commissioners and people using services.

<http://self-assess.personalisation.org.uk/csips/>

Personalisation Self-Assessment Tool

Designed by the Department of Health and the Care Services Improvement Partnership to help local authorities and their partners understand what is required to transform existing social care systems into a self-direct support model. It draws on the experience of direct payment, individual budget and in Control's self-directed support pilot programmes. Organisations will be able to access progress to date and identify areas that need further planning and development. The tool suggests useful activities and sources of guidance.

<http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH081118>