

# Choice and Control on the Ground

In partnership with

**NORTHUMBERLAND**  
Northumberland County Council

# Welcome & Introductions

Christine Squires  
Citizen Leader



In partnership with

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Northumberland County Council



# Putting People First – the vision for social care

Fiona Horsman

Transformation Programme Manager



In partnership with

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Northumberland County Council

# *'Personalisation'*



# Why do we need this change?



- **More Choice and Control - it's about *my life* not services**
- **It doesn't work well for everyone**
- **Changing needs/Population increases**
- **Equity**
- **Support beyond social care**



# What are the Department of Health doing?

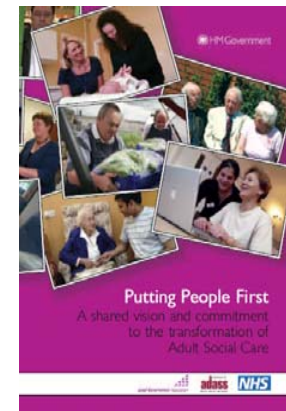


‘You have to change the way you work’

Two things



Transformation -  
Putting People  
First



# Putting People First



**A shared vision and  
commitment to the  
Transformation of Adult  
Social Care**

**Personalisation,  
prevention and early  
intervention**

# Putting People First - The Vision

- Improved outcomes
- Tailored, flexible support services
- Staff spending less time on assessment
- Expanded preventative services



- **Everyone will have choice and control over how their support is delivered. People, as experts, design their own support**
- **Better information, advice and support to help make informed decisions**
- **Confidence that services are of high quality, are safe and promote their own individual requirements for independence, well-being and dignity**
- **Access to support for those who need assistance to exercise choice and control**



# 4 key areas of work ....

1. Access to universal services
2. Prevention and early intervention
3. Choice and Control
4. Social Capital



# Personal Budgets are key

Characteristics:  DH Department of Health

- A clear, upfront allocation of resources
- Expanded options for support planning
- More choice over how the money is managed
- Greater flexibility over how the money can be spent
- Positive approach to risk
- Focus on outcomes



**Healthy, Safe and Legal**

# National Pilot Evaluation:

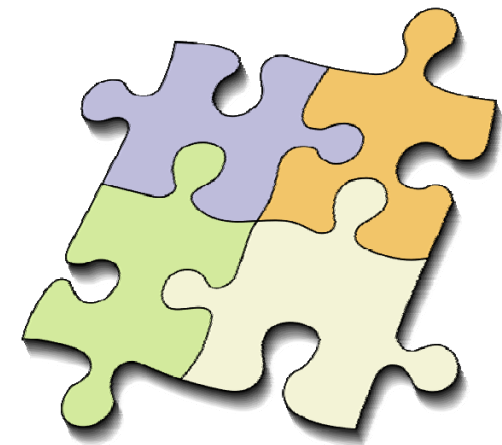


- **Published 21<sup>st</sup> October 2008**
- **Most outcomes better for no additional cost**
- **People more likely to feel in control of their lives than under traditional provision**
- **Best results with physical disability and mental health, less effective for older people**
- **New systems.....were a challenge for local authorities**

Source: Ibsen Report and SCIE Personalisation briefings

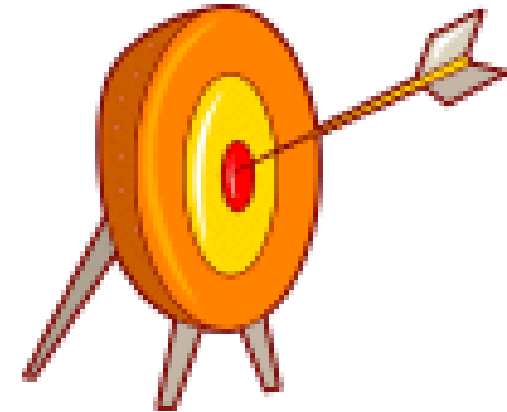
# Where we are now.....

- Programme Team in post
- Set up a range of groups to start the work
- Spreading the word
- Looking at ways to make sure people have the opportunity to shape the future
- Exploring some of the key issues and learning from others



# We aim to..

- Phased implementation
- Offer personal budgets to people new to social care in November 2009
- Offer personal budgets to smaller groups of people willing to help us test out new ways of working
- Offer personal budgets to all people new to services, and existing people at their reviews by 2011
- Take other opportunities to offer personal budgets



# Putting People First in Northumberland



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Northumberland County Council

Northumberland **NHS**  
Care Trust



**Choice and Control on the Ground**  
**Personal Story**  
**Christine Squires**  
**Citizen Leader**



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Putting People First & My Organisation  
Fiona Horsman  
Transformation Programme Manager

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# The implications for service providers



***“ A significant cultural shift from traditional models of service provision is required to make IB a reality...There is a need to develop support for commissioners, providers and service users to help them manage this transition and respond effectively in this changed environment – to the challenges and opportunities...”***

# Shift in culture and practice



- **Personalisation**
- **Self-directed support**
- **Thinking differently**
- **People and families as experts**
- **System designed with the person at the centre**

# Shift in culture and practice

- Place shaping
- Physical and social
- Not about money or services
- Right to independent living
- Presume capacity
- People as citizens not 'service users'



# Shift in culture and practice

- **Based on outcomes**
- **Co-production**
- **Citizenship model**
- **Focus on enabling and prevention**



# Lessons learned from the pilots

- The most **flexible** agencies increased business particularly those who offered smaller packages
- Demand increased for **cleaning, domestic assistance, transport, shopping and sitting/company household management, gardening, home maintenance and CRB checks**
- **New services** grew such as **arts based activities, educationally focussed, telecare and meals on wheels**
- People stored up hours for special events or in case of greater ill health
- The demand increased for **Personal Assistants**

Source: Ibsen Report and SCIE Personalisation briefings



# Where to start?

- **How to personalise existing services**
- **Mission and role**
- **Regulatory requirements**
- **Contracting**
- **Supporting citizenship**
- **Think about what help you might need**
- **Keep talking**



# Opportunities

- “changes are beneficial not only for people using services and their families but for providers and staff too
- excellent for making individuals stop, question and think about existing systems and resources
- gave people using services their own choice without influence to choose their support depending on individual needs”



Transformation Launch Event: February 2009

# Opportunities continued....

- “Putting People First will create a more **diverse market**, giving opportunities for providers, increasing **competition** and leading to **improved standards**
- it would assist them in **marketing areas of care** which were previously **undersold**, creating more **opportunities to promote their services**
- greater scope for **creating partnerships** and consortium working, where a greater mix of skills was possible
- idea of **combining health and social care** through joint budgeting”



Transformation Launch Event: February 2009

# Challenges

- “how much they would have to change, whether **services** would **suffer**, and the **cost** of running rural versus urban services
- impact on their ability to make **accurate plans** and **business decisions**
- whether they would be able to **react** and change **quick enough** to meet the demands, and that their **own capacity** may be a problem
- **sustainability** of their own services given the change from steady income to becoming dependent on the choices of individuals”



Transformation Launch Event: February 2009

# 'Top Five' Challenges for Providers and Commissioners....

1. **Financial**
2. **Cultural change**
3. **Ensuring equity**
4. **Public perception – cost reduction/Daily Mail headlines**
5. **Perceived increased risk/maintaining duty of care**



'The implications of IB for service providers' (DH/OPM 2007)

# 'Top Five' Opportunities for Providers and Commissioners....

1. **Stability**
2. **Organisational development**
3. **The chance to build meaningful partnerships**
4. **Wider business opportunities**
5. **Greater role for voluntary and community sector**



'The implications of IB for service providers' (DH/OPM 2007)

# Putting People First in Northumberland



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Northumberland **NHS**  
Care Trust

# Refreshment Break

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**Shop4Support – creating the  
infrastructure for a retail marketplace  
in social care**

**David Bowes  
Value Works**



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Northumberland County Council

## Catalogue

Accommodation

Adapted Products and Equipment

Education and Training

Help, Finance, Legal and Professional Services

Lifestyle, Leisure, Culture and Community

Nursing Care Services

Personal and Domestic Support

Transport

### Visit our Stores



#### Our featured stores



### Welcome to shop4support

If you have a disability or are getting older and need support to live your life, shop4support is a unique shopping experience designed to help you take control of your life.

#### On shop4support you can:

- Find support to suit you - near you
- See feedback about organisations and people who can offer you support
- Find out about your own personalised support plan
- Track the progress of your personal budget

### Latest news

#### No way ahead - the policy barrier faced by drivers with disabilities

Scores of UK motor insurers are dodging anti-discrimination laws by refusing to cover people with  
[Read more >](#)  
04/09/09

#### Disabled sailor achieves record

A disabled yachtswoman has become the first female quadriplegic to sail solo around Britain.  
[Read more >](#)  
01/09/09

#### shop4support issues its first e-Newsletter!

So much is happening here at shop4support we thought we'd let everyone know all the latest news!  
[Read more >](#)  
28/08/09

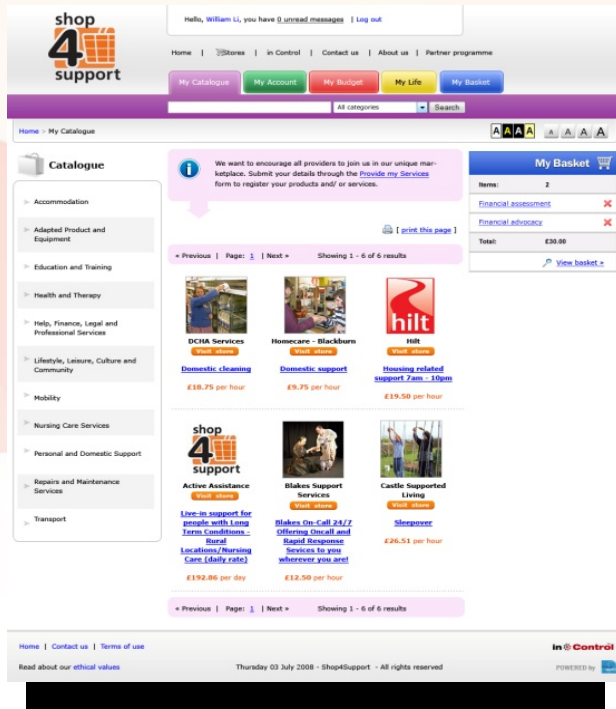
#### Disabled Olympics fans face shortage of London hotel rooms



View a range of products and services in our [stores](#) and [catalogues](#).

- Need support to lead your life? [Visit Care Management Group](#)
- Want home help? [Visit DCHA Services](#)

# Meeting the Needs of Key Stakeholder Groups



**Stakeholder Groups**

- *Individuals*
- *Service Providers*
- *Budget Managers*
- *Local Authorities*

Be **In\*Control** @

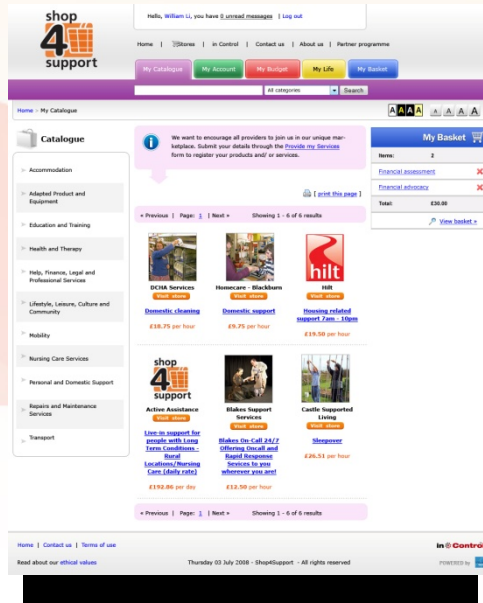


The personalisation agenda provides real scope for giving people true choice and control over their lives. With this comes a need for the development of a retail market; a place where needs and services can be exchanged locally, regionally and nationally in an efficient and effective way. However, a project of this size demands highly complex support systems that satisfy the requirements of all stakeholder groups – local authorities, providers, brokers and, most importantly, individual consumers. Needless to say, it is a tall order for even large authorities to tackle...enter **shop4support**.

## Delivering Sectorwide Outcomes



# shop4support Services



Four steps to an effective marketplace:



- A ready made web solution aiding Local Authorities with
- Easy to use and flexible, high quality marketplace
- The opportunity for Local Authorities to plan services building social capital
- Easy and simple to use with a products billing
- Individuals gain access to local services and events
- Enable personal services to be sold and managed
- A free marketing channel for local support groups and event organisers

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shop4support is a unique web-based technology platform that supplies individual consumers, service providers, local authorities and brokers with the means for the efficient exchange of needs and services locally, regionally and nationally. It provides a unique shopping experience for people who have a disability, are getting older and/or need support to live their life. As such, it is fundamental to the transformation of social care into a system of self-directed support. Key to this is its ability to satisfy the needs of all stakeholders.

A taster of shop4support...



Copyright © shop4support



## Active Assistance

Active Assistance, a UK based care agency, provides a live-in care service for physically disabled adults and children, specialising in supporting people with a spinal cord injury.

[Shop now](#)



## ARC Community Care Ltd

Offering a comprehensive service to older & disabled people who prefer to stay in their own homes.

[Shop now](#)



## Castle Supported Living

A family-led supported living scheme for adults with learning disabilities in the Ribble Valley.

[Shop now](#)



## Catalogue

> [Nursing Care Services](#)

> [Personal and Domestic Support](#)



## Providing a live-in care service for physically disabled adults and children

Specialising in supporting people with a spinal cord injury

[Home](#) | [Store](#) | [Philosophy](#) | [Live-in](#) | [Contact us](#)



### About Active Assistance

Active Assistance was founded in 1992 and is a second generation family business where quality comes before profit. This is evidenced by our 3 star (Excellent) Care Quality Commission rating.

We run our service from our head office in Sevenoaks, Kent. In addition we have regionally based



## Catalogue

> [Nursing Care Services](#)



> [Personal and Domestic Support](#)



### Providing a live-in care service for physically disabled adults and children

Specialising in supporting people with a spinal cord injury

[ [Print this page](#) ]

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#### [Live-in support for people with Long Term Conditions - Rural Locations/Nursing Care \(daily rate\)](#)

**Description:** We provide a fully referenced and trained PA to work under your day to day direction. They live-in your home so that they can respond flexibly to your needs, providing superior continuity of support. We employ the PA and manage all contractual and payroll tasks so you dont have to. Our services are available in England and Wales.

**Supplier:** Active Assistance

**Price:** £192.86



# Service Provider Charging Model

Store Specification		Basic	Standard	Premium
Store Home Page	An online store to market all your products & services.	✓	Branded	Fully Customised
Custom Pages	Pages to boost your brand & connect with your customers.	✗	5	Unlimited
Customised Web Address	Your own URL to drive buyers directly to your store. (www.shop4support.co.uk/youname)	✓	✓	✓
Custom Store Header	Create a customised, branded header with featured information.	✗	✓	✓
Shop4Support Header Reduction	Minimise the size of the shop4support header and emphasise your own logo and branding.	✗	✗	✓
Branded Printable Catalogues	Creation of your own branded catalogue for download / printing.	✗	✓	✓
Own Web Site Integration	Automatic links from your own website to your shop4support store.	✗	✓	✓
Shop4Support Co-Branding	Use of the Shop4Support branding within your own marketing literature	✗	Basic	Advanced
Help & Support		Basic	Standard	Premium
Telephone Helpline Priority	Standard rate 24/7 telephone helpline.	Basic	Normal	High
Dedicated Account Manager	Business Account Manager to assist with optimising your sales.	✗	✓	✓
Financial System Integration	The ability to integrate orders & invoices into your own system.	✗	Basic	Advanced
Sales Optimisation Reports	Reports to help you optimise sales and scale your business.	✗	✓	✓
Traffic Reports	Review and analyse your store traffic to improve your sales strategy.	✗	✓	✓
Miscellaneous		Basic	Standard	Premium
Shop4Support Budget Manager	Free licenses to enable you to provide personal budget management help to individuals.	✗	5	50

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shop4support enables you to expand your business online, it's quick and easy to develop an effective and profitable sales channel on shop4support.

A shop4support store is an inexpensive way to market your business. For a low-cost monthly subscription you can display all your items in your own store. It's just like having your own eCommerce website.

shop4support gives you access to a vast social care market. It's easy to get started.

You can get your business up and running on shop4support very quickly and effectively.

## Further information and feedback

Exhibition stand

[www.shop4support.com](http://www.shop4support.com)

[david.bowes@valueworks.co.uk](mailto:david.bowes@valueworks.co.uk)  
07932 678 845

Fiona Horsman or Vanessa Bainbridge

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“This must be the way for the future, one that has the potential to assist people to understand and explore what they might want, with better knowledge of cost, availability and quality, when deciding about services and products that will often touch their lives closely.”

**Jeff Jerome, National Director for Social Care Transformation.**

# Question & Answer

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# Lunch & Exhibitions

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# Choice and Control on the Ground Provider Case Study

Pam Lawrence

MBE and Ex-Chief Executive

The Edward Lloyd Trust

In partnership with

**NORTHUMBERLAND**

Northumberland County Council

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# Edward Lloyd Trust (ELT)

- ELT began its work to provide care and support to people with learning disabilities over 20 years ago
  - ELT provides enabling support, housing support and social care support to approximately 40 people who live in Newcastle, North Tyneside and Northumberland
  - The organisation is a charity and a Company limited by guarantee
  - Annual Turnover: approximately £2.5 m
  - Employees: over 200 full and part-time workers
  - Gained experience and took pride in providing person-centred support to challenging individuals and people who needed low-level support
  - Was selected in 2006 to participate in Newcastle's In-Control pilot.
-

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# Changing our Ways!

- Involve everyone in 'change'
  - Grab attention
  - Create step-by-step plan
  - Identify individuals who can make things change
  - Consult with individuals/families
  - Give as much help and support
  - Get people off the fence
  - Keep lines of communication open and spread the word
  - Ignore your detractors
  - Sing your organisation's praises to Local Authorities/Funders
  - Find a 'Cultural Change Forum'
- 
- **DON'T BOTHER WITH A PILOT STUDY UNLESS YOU'VE GOT A REALLY GOOD ARGUMENT!**
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## The need for a 'cultural shift' has to be communicated to:

- The individuals who you already support
  - Their closest family members/carers
  - The staff who work in your office/s
  - Your hands-on workers and their line managers
  - Your senior managers
  - Your CEO/General Manager
  - Your Board of Trustees/Directors
  - Not forgetting – your funders/partners and networks
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New ways of working...  
**SUPPORT WORKERS**

- Support workers are not **PERSONAL ASSISTANTS** – can they ever be?
-

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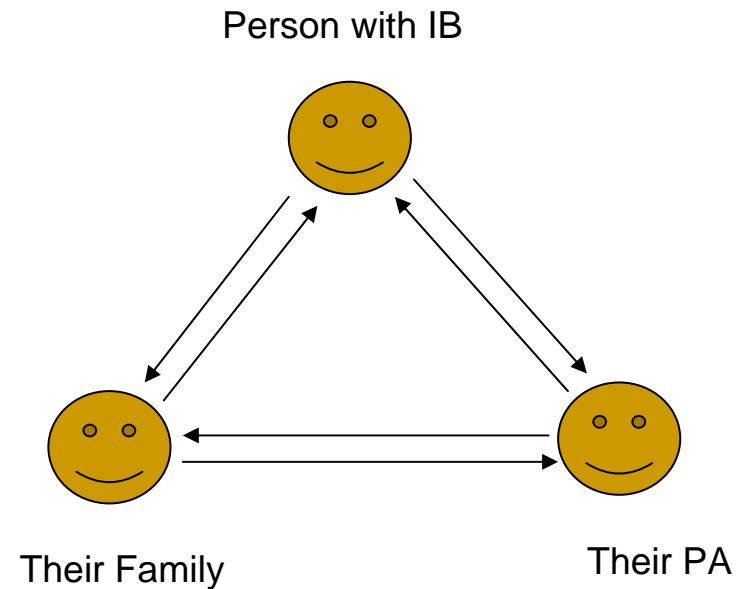
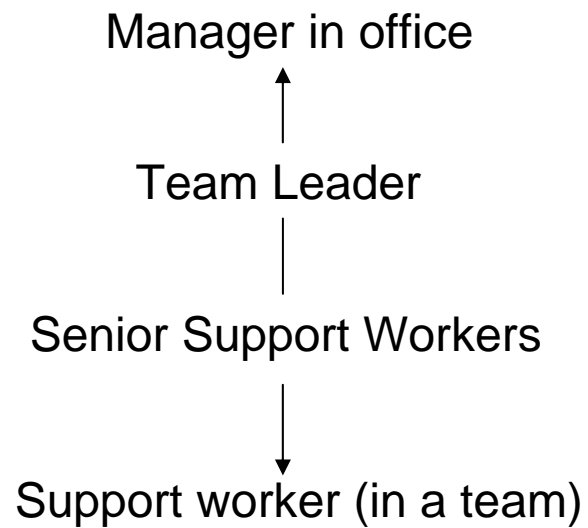
# The Changing Role of Support Workers

Lone working	Belonging to a team
Flexible hours	6 week staff rota
Using mainstream/universal services	Specialist/group/segregated activities
Lower levels of perceived risk	Higher levels of real potential risks
Preventative support	Intensive support
Community support	Personal support
Increased independence	Dependence on 'paid' staff
New types of training	Ldaf/NVQ 2/3
Quarterly supervision	Manager 'on tap'
Autonomous decision making	Constraints/rules/resources of the organisation
Higher pay with few promotion prospects	Lower pay in a hierarchical workforce

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# Who does the worker 'report to'?



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# Office Systems

- Financial:
    - ❑ New client accounts were put in place
    - ❑ Monthly statements of expenditure sent to person's family
    - ❑ Monthly invoices sent to family
    - ❑ Agreed process to authorise spending of 'client monies'
    - ❑ Review meetings involved individual/parent and Financial Manager
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# Office Systems

- Training and Development
    - Family agree training areas and costs
    - Some training is not negotiable (eg safe guarding, health and safety)
-

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# Office Systems

- Recruitment of Staff
    - ❑ Individual job specifications
    - ❑ Mutual agreements with budget holders
    - ❑ Employment rights in place
    - ❑ Rates of pay increased
    - ❑ Terms and conditions in employment contracts (pensions, sick pay)
    - ❑ Instability/disadvantages if employed by budget holder directly?
-

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# Senior Management Team and Board Considerations

- Reduced staff management responsibilities for SM
  - Emergency/crisis intervention/advice needed
  - Adapt/add to menu of services offered
  - Compete with other organisations
  - Market services to families/user groups
  - Deal with negative comments from Board members about the organisation's value base
  - Opportunities to develop brokerage skills
  - Business development opportunities
  - Financial concerns
  - Additional opportunities to provide support to older people, challenging individuals, ASC, housing support
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# Priorities for Providers – Getting Started

- Calculate the costs of everything you provide
  - Organise training at all levels
  - Develop PAs who are better than other agencies
  - Participate in professional forums
  - Expand the types of services on offer
  - Identify gaps in current services
  - Raise shared issues with commissioners
  - Establish links with CQC
  - Promote your services widely
  - Ensure person-centred approaches are properly embedded within your organisational culture
  - Setup a forum to listen to users and family members
  - Work at Board level to maintain the organisation's stability
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Comments taken from a consultation event organised by the NEAC (July 2009)

*“How can personal/individual budgets be made to work for people with ASC?”*

- Examples of people’s lives improving need to be shared with families
  - Need good independent advice and easily accessible information about local services/facilities and specialist services
  - Families need to be part of their own support network to share experiences and feed into and influence local planning systems
  - Professionals need to give up their control to individuals and their families (who are the experts)
  - Budget spending needs to be as flexible as possible, the family needs to set its own priorities
  - Independent advocacy may be needed to resolve disputes within the family or with the local authority/support provider
  - Person-centred support plans must produce results. They need to change over time with everyone involved in reviewing achievements, overcoming obstacles and planning ahead
  - The reliability and quality of support workers/PAs is more important than almost anything else
  - Taking well managed risks leads to greater independence and higher hopes for the future
  - Bridges need to be built with communities, peers and new friendships
  - Voluntary sector/independent sector/statutory sector support providers need to work with families as ‘equal partners’ and fully explain what they can do realistically and reliably
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Person-centred support is not another thing  
services have to do: it's what they must do. It's  
not another job – it's *the* job

(Glynn et al 2008)

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# Pam Lawrence (MBE)

(CEO at The Edward Lloyd Trust until October 2008)

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# Question & Answer

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## Group Work (Refreshments)

- 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?**



# Feedback on Group Work & What's Next

Fiona Horsman



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Northumberland County Council

# What Next?

- **Set up a provider forum for personalisation**
- **Newsletters**
- **Special events**
- **Collate identified support**
- **Work with Newcastle to see if we can help**
- **Look at the feedback and run the session again in 6 months if helpful**
- **Information sharing**





# Closing Remarks

## Christine Squires



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