

# Making it Real in Dudley

*Transforming adult social care together*



## Transformation Blueprint

March 2013

# DRAFT V3

## Introduction

Translating Government intentions into practical change is a major challenge for the public sector. Whilst Making it Real is the responsibility of the whole health and social care sector, in Dudley its implementation will be driven initially by our Directorate for Adult, Community and Housing Services.

From 2007 through to 2011 we invested in “Putting People First” in Dudley and delivered a programme of transformation in Adult Social Care.

Making it Real emerged in May 2012 and simplified the Personalisation agenda from the perspective of people who use care and support services. Making it Real is a framework developed by the whole Think Local Act Personal Partnership, but very much led by members of the National Co-production Advisory Group. The approach signals a new phase in which we use a person focussed agenda to change the kind of information that the sector values, and the way in which we judge success.

Making it Real highlights the issues most important to the quality of people's lives. It helps the sector take responsibility for change and publicly share the progress being made.

Making it Real is built around “I” statements. These express what people want to see and experience; and what they would expect to find if personalisation is really working well.

Having evaluated our progress towards delivering truly personalised social care services, we have produced this document as a toolkit to take forward our transformation programme and achieve the aspirations of Making it Real, in partnership with the whole health and social care sector in Dudley.

The “Blueprint”, as it is known, will enable the development of a shared understanding of what the future will look like in Dudley. It will set the parameters for service redesign and transformation, ensuring consistency in implementation. Ultimately, it is a reference tool for anyone involved in implementing the agenda.

Making it Real will impact on all health and social care operations and therefore the Blueprint has the potential to impact all Council staff, the Council’s customers and other Council stakeholders, including other public sector organisations, strategic partners and other suppliers of goods and services to the Council.

Central to the Blueprint design and development of a shared vision is how Safeguarding is embedded into our translation of Personalisation in Dudley.

As such the Blueprint sets out through service redesign and transformation, how the immediate and broader implications of Safeguarding are delivered.

The Blueprint is a position statement that will:

- Form the basis of future policy and guide the implementation of Making it Real in Dudley.
- Act as a point of reference, and potentially challenge for the public, the Directorate, the wider Council and its partners.

This Blueprint will define our ambition:

- It will provide a context for the delivery of services, using an appropriate blend of technology and internally provided services, together with the use of externally commissioned services.

In broad terms, the purpose of this Blueprint will be the starting point for:

- Enabling local people who use services, and their carers, to influence the design and delivery of social care services in the borough.
- Planning and support to ensure effective implementation of a service wide transformation aligned to both Council-wide and service priorities.
- Delivering an enhanced customer experience through timely and flexible responses to customer contacts.
- Enhancing the skills and capabilities of staff.
- Delivering simple processes which ensure consistent and high quality services that help to deliver the aspirations of Making it Real, leading to enhanced reputation and awareness amongst customers.
- Providing a significant contribution to mainstreaming the Personalisation agenda across partner agencies and other stakeholders.
- Identifying the assets and information available to the public who are in need of support, and ensuring that the right outcomes are achieved.
- Developing the care and support marketplace to offer real choice and control.
- Improving joined up commissioning and the development of market position statements to signal clear commissioning intentions, and engage with the community to identify gaps/deficits in service provision.
- Establishing mechanisms to work closely with care providers so that they can respond effectively to the Personalisation agenda.

The Blueprint has 5 main sections that support the Making it Real programme in the borough:

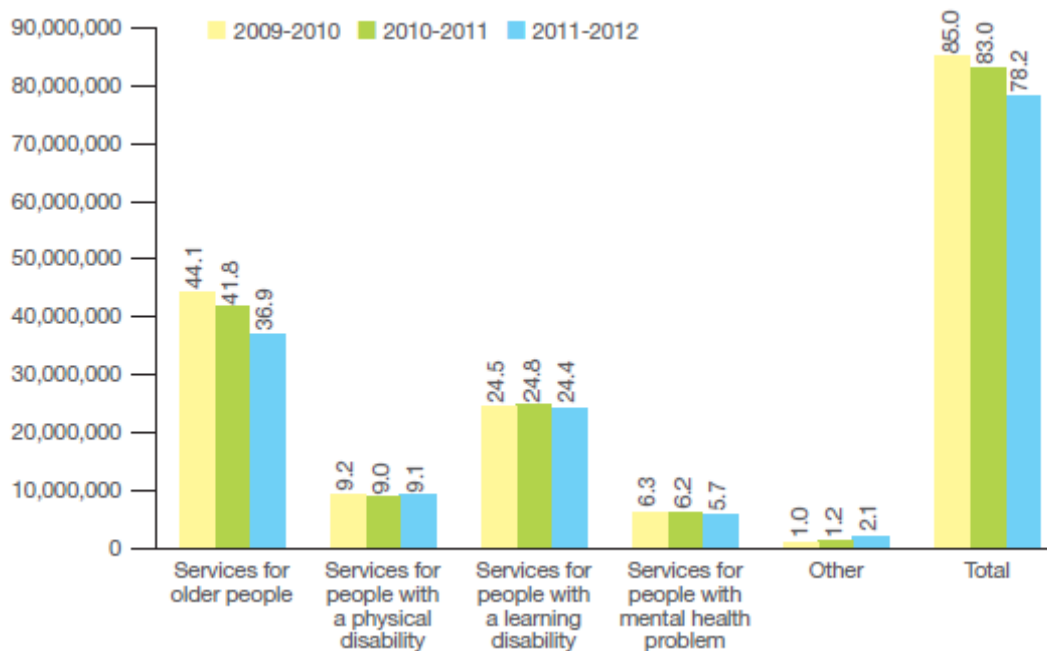
1. **Current Position Evaluation** – This section benchmarks the delivery of social care in the borough from a range of perspectives, so to establish a starting point for future change.
2. **Making it Real Action Plan** – Based upon the current position evaluation, a high-level action plan details how Making it Real will be delivered in the borough.
3. **Delivering Change** – A Structure to the delivery of the programme is established with clear descriptions of the how future social care in Dudley will be provided.
4. **Target Operating Model** – This model details the future customer journey and how the aspirations of Making it Real will be manifested in day to day delivery of social care support.
5. **A Learning Organisation** – This section articulates how we will develop a “You said, we did” culture that enables future social care services to evolve and respond to both the .....

# 1. Current position Evaluation

In order to establish the starting position for future change activity, and to identify areas of strength and those requiring further work, the Directorate has evaluated its current approach through a number of channels, including data captured through the Local Account and the commissioning of an independent evaluation.

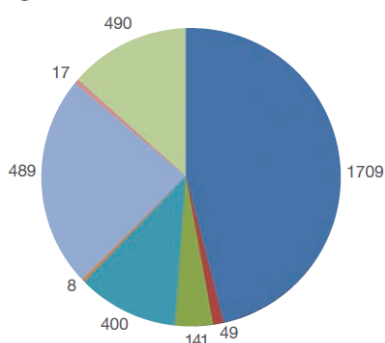
## 1.1 The Facts and figures

In 2011/12, the Council spent £78.2 million on care, support and services.

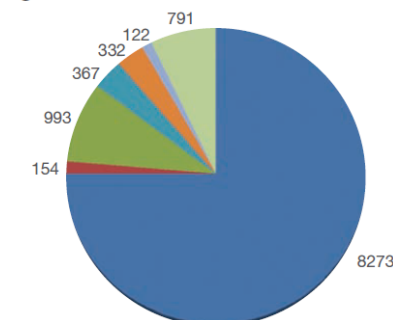


There has been a xxx% reduction in the budget since 2009. The Council has identified savings for adult social care of £13m during 2009 to 2012. This is due to changes in how funding has been received from the government. Despite this the Council has continued to provide high quality services. It has risen to this challenge, delivering fair and efficient care where resources are matched to people's need. The number of people supported by adult social care has increased by 4.4% from 14,086 in 2010-11 to 14,745 in 2011-12.

Total number of people supported aged 18 - 64



Total number of people supported aged 65 and over



- physical disability/frailty and/or temporary illness
- Hearing impairment and deaf
- Visual impairment and blind
- mental health
- dementia
- learning disability
- Substance misuse
- Other vulnerable people

### 1.3 Local Account

The report produced for April 2011 to March 2012 is the second annual report or 'local account' on Dudley's Adult Social Care services. The Local Account is a report to local people, based on the views of local people, that describes how we have performed during this period in delivering quality adult social care and support. The full copy of the Local account is available below:

#### Local Account 2011 - 2012

The account equally articulates what we said we would do and what we did during the associated period. In this document we will also highlight the services we want to improve in the coming year.

The document is open about the challenges we face, shares with the public our achievements, and is honest about the areas we need to target for further improvement.

In support of our adoption of Making it Real, the Local Account seeks evaluation and feedback from local people on how well we have performed against the following 6 Making it Real themes/outcomes:

- **Information and advice:** having the information I need, when I need it
- **Active and supportive communities:** keeping friends, and family and place
- **Flexible integrated care and support:** my support, my own way
- **Workforce:** my support staff
- **Risk enablement :** feeling in control and safe
- **Personal budgets and self-funding:** my money

#### Local Account approach

A Local Account Reference Group was set up to steer all aspects of developing the Local Account. The group also engaged with a wide range of community groups and people who use our services, to make sure that local people were involved and were able to actively influence the Local Account.

The approach began by determining the key challenges local people perceived the Council will face over the coming years, before looking specifically at the Making it Real Themes.

As part of this year's Local Account, the Take Control and Get Involved campaign ([www.dudley.gov.uk/takecontrolasc](http://www.dudley.gov.uk/takecontrolasc)) was launched. Here people were asked four simple questions about their experiences of receiving care and support; the results and experiences, of which, are included in the ....

## Key challenges

The initial key challenges identified through the Local Account were:

- Over the next three years Dudley Council's budget is expected to decrease by 25%.
- At the same time, the budgets of partner agencies in the public, independent and voluntary sectors will come under increasing pressure.
- The initial Census figures released in July 2012 place Dudley's population at 312,000, of whom 58,200 are aged over 65. Dudley's population is estimated to reach 332,000 by 2030, of which 77,000 would be aged 65 and above.
- It is forecast that by 2015 there will be 4,365 people in Dudley suffering with dementia and that this will rise to 6,435 by 2030, a percentage increase of approximately 50%.
- In particular, we expect increases in the numbers of people with long-term conditions, especially those conditions that are related to age.
- Local people have high expectations of health and social care services, and they want services that will improve their quality of life.
- The need to provide good quality information and advice that is easily accessible and in a format that is the most appropriate to them is greater than ever.
- Over-night respite is a top priority for carers.
- Personal budgets may not cover all the support that people may want.
- There is growing demand for a wider choice of available services in the voluntary and independent sectors.
- Some local people don't want personal budgets and prefer that their support is managed directly by the Council.
- Welfare benefit reforms may have an impact on individual's income.

## Making it Real Themes

Having identified the challenges faced by the Council, the Local Account then goes on to identify our performance over the previous year against the themes of Making it Real, looking at both overall performance and individual views. In responding to individual views the Account establishes also our required response.

In taking this approach, the Local Account looks to establish a “You said” “We Did” culture. Below are some key highlights taken from the Local Account with regard to our current performance against Making it Real.

**Information and advice:** Having the information I need, when I need it.

Overall, nearly 80% of Dudley people who responded to a national survey said that they find it easy to find information about Adult Social Care services. This was the top score amongst other local authorities that we compare with, as well as amongst the best response in the West Midlands. However, we still acknowledge that there are things we need to improve upon.

*‘You try but get told wrong number, advised to try another number, then its either wrong dept, not in today, only work certain days, it is a joke to ask this question’*

Comment from Adult Social Care Survey 2012

### We say

*‘This is not acceptable. We will be carrying out a review of the ‘customer journey’ to understand the barriers that people face to getting the right advice and support. We will then look to make sure that information at all access points is consistent and customer’s enquiries are dealt with effectively at the first point of contact.’*

**Active and supportive communities:** Keeping friends, and family and place

Through the provision of £3.32million of grants to voluntary and independent sector community based organisations, we have helped to support up to 1,900 people to remain as independent as possible and maintain orientated within their communities.

*‘I don’t go out alone because of my disability - all I do is stay at home, watch t.v. and read books. Socialising is a dream of the past.’*

Comment from Adult Social Care Survey 2012

### We say

*‘We will be working more closely with community organisations to improve the availability of local community support.’*



**Flexible integrated care and support:** My support, my own way.

Dudley's Dementia Gateway Service provides tailored care and support. The service's core objective is to make a real, positive difference to the lives of people living with dementia. No one with the disease in the borough should feel alone. There is ongoing, clear and co-ordinated support from diagnosis until the end of life, always aiming for the very best quality of life.

Over 8,000 older, disabled and vulnerable people in the borough now benefit from technology provided by the Dudley Telecare Service, which allows them to remain independent in their own homes as well as providing peace of mind. Dudley Telecare Service has also been successful in becoming a member of the Telecare Services.

*'My quality of life has gone from 'very bad' to 'good' due to the care the council has provided through therapy services. Life was unbearable before you stepped in !'*  
Comment from Adult Social Care Survey 2012

**Need to add we did**

**Workforce:** My support staff.

Our older people, and people with physical and sensory disabilities services, have been changed in line with people's experiences or journey through the Adult Social Care system. This has brought about a greater degree of consistency in relation to individual care. We have developed and trained over 600 staff from both the Council and other organisations, including GP surgeries and libraries, in 'Carer Aware', and we are now also rolling out the Essential Guide to Adult Social Care, which will mean staff will provide better over-all support to individuals.

*'I can now have who I want supporting me and coming when I want them to'*  
Comment from the learning disability review

**Need to add we did**

**Risk enablement:** Feeling in control and safe

Dudley Council has collaborated with a number of West Midlands Councils to develop new 'Safeguard and Protect procedures'. Launched in July, this new procedure will help to strengthen the borough's safeguarding arrangements of vulnerable adults.

Over 550 staff received training on helping people to live safely in their communities and avoid financial exploitation. In addition 198 people, who may themselves be vulnerable, were also provided with this information and support.

*'My 'Sayphone' gives me a sense of security community alarm makes me safe'*

Comment from Adult Social Care Survey 2012

### Need to add we did

**Personal budgets and self-funding:** My money, personal budgets and self-funding.

Welfare benefits officers have brought £2.67million into the borough in previously unclaimed benefits, and so have helped over 1300 individuals increase their income.

The number of people with a learning disability whose care is provided through a direct payment has increased. This has helped to improve people's opportunity for control, although we recognise we need to do more about making sure there is a suitable amount of alternative and flexible care solutions.

*'there's not enough money in my budget to do all the things I would like to do.'*

Comment from the learning disability review

*'I feel constrained sometimes, I want to be able to arrange the services to meet my growing needs but finance seems to dictate what I really get.'*

Comment from Adult Social Care Survey 2012

### Need to add we did

## 1.3 Impact Change Solutions

Impact Change Solutions were commissioned to carry out an external evaluation of Dudley Metropolitan Borough Council's Transforming Social Care Programme. The document completed in October 2011 is available below:

### Dudley External Evaluation

The scope of the evaluation was to:

- Evaluate progress against the Putting People First milestones, including efficiency measures.
- Highlight examples of good practice and innovative solutions.
- Identify areas for development that will assist Dudley MBC move forward in a time of reduced resources.
- Evaluate the impact of personalisation on people's lives.
- Look at the impact of personalisation on the culture of the organisation and the extent to which it has been embedded in the service.

## **Key achievements of the programme**

In its evaluation the report identified that although the programme has been very challenging given the current financial climate, the Council had delivered some significant achievements including:

- Extensive communication about the programme with people who use services, staff, providers and the wider community.
- Success of the Living Independently Team.
- Establishment of the User Led Organisation.
- Establishment of a number of micro-providers with the support of Community Catalysts in the area of learning disabilities.
- Success of the Community Information Directory
- Implementation of Personal budgets.

## **Conclusions of the report**

In concluding the evaluation, the report identified that the Council has had some recognisable successes in the implementation of the Transforming Social Care Programme, including the Access and LIT Teams, and the support for carers. It further concluded that:

- The principles of personalisation are understood by staff, but the reality is that the changes in funding criteria, staff reductions and general financial pressures, has diverted attention away from delivering innovative and creative solutions.
- Waiting lists for both assessment and care are impacting adversely on people who use services, on the reablement service and on social work teams.
- The culture of the department has not changed in line with the Transforming Social Care strategy, resulting in slow progress on introducing new ways of working. Little has been done to engage the “hearts and minds” of staff.
- Processes are bureaucratic and the AIS system has been bent out of shape. This has resulted in delays in completing assessments, data quality issues, and staff feeling less confident in their role and demoralised.

The findings during the review acknowledge that the Council's own self-assessment is a fairly accurate reflection of the position on personalisation in Dudley.

## Recommendations

Helpfully, the report provides a number of recommendations, articulating that the Council should use such recommendations to inform the scope of any subsequent change activity. As such the report recommends that:

- The Council should create and articulate its vision for Adult Social Care in Dudley, setting out the outcomes it is seeking to influence. The vision should be clear and understood by all stakeholders. The Council should use this report to benchmark its current position against the new vision.
- The change activity required to deliver the new vision should be defined and resourced. This should be informed by strategic prioritisation and an analysis of current versus desired spending.
- The new change programme should be themed around outcomes, should be relevant to local priorities, and realistic. It should pursue cross-cutting activities that have, or could have, an influence on the achievement of outcomes and the programme's vision.
- The programme should be underpinned by a strong and sustained cultural change element. This will include harnessing what is good about the current culture and identifying a culture that will deliver the vision.
- The new change programme should employ recognised/robust programme and project management disciplines. Close control and management of risk, issues and dependencies is required.
- Progress reporting and stakeholder management should be honest and transparent. Appropriate governance arrangements should be established with clear and agreed responsibilities. The programme should define a strategy and plan for benefits realisation.
- The operational issues identified during the review should be addressed as an early priority. These include: addressing the waiting lists for an assessment and for funding to deliver the support plan; addressing the process deficiencies that are contributing to on-going delays; fully adopting the IT systems that are there to enable efficient practice and improved service delivery; and providing support and training so that staff feel adequately equipped to do the job required. This should also include exploring closer relationships with Health colleagues in order to address cultural, communications and process shortcomings.
- The service should define its market shaping priorities and should accelerate specific initiatives to stimulate provision in the areas where gaps have been identified (e.g independent support brokerage).

- The service should develop its approach to engaging with people who use services, carers, and with the provider market, so that engagement becomes more productive and co-production becomes a feature.

## The Overall picture

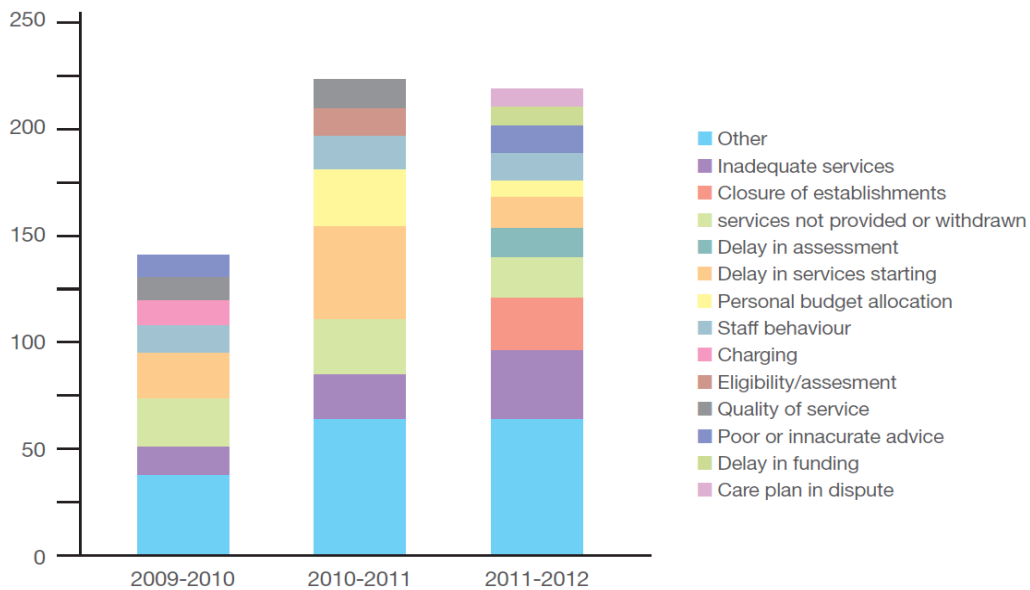
Our overall Local Account identifies:

- 3,632 (87.2%) people had an assessment completed within four weeks of their contact.
- 3,376 people and 420 carers received social care through a direct payment or personal budget. We are keen to improve on this figure.
- Of all Adult Social Care survey respondents, 67.4% expressed that they were either extremely satisfied or very satisfied with the care services that they received.

## Complaints

For those people not satisfied with the service we have offered, the table below provides some analysis as to the reason why.

This table shows the types of issues that people have complained about in the last 3 years.



## 2. Making it Real Action Plan

Having clearly established the starting point for future transformation in the borough, we developed our Making it Real action plan. The action plan acknowledges the positive developments within Adult Social Care in Dudley, takes the “I” statements from the national Making it Real document, and based upon the Local Account service priorities and the impact change solutions report, identifies key deliverables for forthcoming change.

Theme	“I” Statements	In Practice	Making it Real in Dudley – We will:
<b>1) Information and Advice:</b> having the information I need, when I need it	<p>“I have the information and support I need in order to remain as independent as possible.”</p> <p>“I have access to easy-to-understand information about care and support which is consistent, accurate, accessible and up to date.”</p>	<p>Trusted information sources, are established and maintained that are accurate, free at the point of delivery, and linked to local and community information sources. Information must be accessible and in appropriate formats.</p> <p>Skilled and culturally sensitive advisory services are available to help people access support, and to think through support to think through their options and secure solutions.</p> <p>A range of information sources are made available to meet individual communication needs, including the use of interactive technology which encourage an active dialogue and empower individuals to make their own choices.</p>	<p>Develop the Council website, communications tools and Dudley Community Information Directory (DCID) to reflect a broad range of community capacity and emerging models of care and support</p> <p>Ensure that all user led organisations, disabled people and carers’ organisations, self-advocacy and peer support groups are accurately included on DCID.</p> <p>Put systems in place to ensure all publicly facing information is checked and updated annually. Urgent items will be managed swiftly.</p>

	<p>“I can speak to people who know something about care and support and can make things happen.”</p> <p>“I have help to make informed choices if I need and want it.” “I know where to get information about what is going on in my community.”</p>	<p>Local advice and support includes user led organisations, disabled people’s and carer’s organisations, self-advocacy and peer support.</p> <p>Local, consistent information and support that relates to legislation around recruitment, employment and management of personal assistants and other personal staff is available.</p>	<p>Build on existing knowledge and experience of the Access Centre and Library staff to provide public access points across the borough that support first contact.</p> <p>Through affective signposting reduce the number of people who repeat contact or inappropriately go through to a social worker.</p> <p>Ensure that all public information will go through a readers panel.</p> <p>Through an initial workshop and subsequent review programme ensure DP organisations provide applicable, consistent information.</p>
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Theme	“I” Statements	In Practice	Making it Real in Dudley - <i>We will:</i>
<p><b>2) Active and supportive communities:</b> keeping friends, family and place</p>	<p>“I have access to a range of support that helps me to live the life I want and remain a contributing member of my community.”</p> <p>“I have a network of people who support me – carers, family, friends, community and if needed paid support staff.”</p> <p>“I have opportunities to train, study, work or engage in activities that match my interests, skills, abilities.”</p> <p>“I feel welcomed and included in my local community.”</p>	<p>People are supported to access a range of networks, relationships and activities to maximise independence, health and well-being, and community connections (including public health).</p> <p>There is investment in community activity and community based care and support which involves, and is contributed to, by people who use services, their families and carers.</p> <p>Effective programmes are available that maximise people’s health and wellbeing, and enable them to recover and stay well.</p> <p>Longer term community support, and not just immediate crisis, is considered and planned for. A shift in resources towards supportive community activity is apparent.</p> <p>Systems and organisational culture support both people and carers to achieve and sustain employment if they are able to work.</p>	<p>Implement a Time banking service.</p> <p>Increase the number of people with learning/physical disabilities, mental health needs, and their carers, in paid employment.</p> <p>Work with transport and travel services to promote accessibility and access.</p> <p>Enable people who use services to be central to all change and decision making activity in Adult social care.</p> <p>Enable people to be supported within their community by people from their community.</p> <p>We will place people who use services and carers at the centre of our approach to contact monitoring and review.</p>



	"I feel valued for the contribution that I can make to my community."		Raise the profile and public awareness of our services that promote peoples independence.
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Theme	“I” Statements	In Practice	Making it Real in Dudley <b>We will:</b>
<p><b>3) Flexible integrated care and support:</b> my support, my own way</p>	<p>“I am in control of planning my care and support.”</p> <p>“I have care and support that is directed by me and responsive to my needs.”</p> <p>“My support is co-ordinated, co-operative and works well together, and I know who to contact to get things changed.”</p> <p>“I have a clear line of communication, action and follow up.”</p>	<p>People who use services and carers are able to exercise the maximum possible choice over how they are supported ,and are able to direct the support delivered.</p> <p>Support is genuinely available across a range of settings – starting with a person's own home or, where people choose, shared living arrangements or residential care.</p> <p>Processes are streamlined so that access to support is simple, rapid and proportionate to risk. Assessments are kept to a minimum, are portable, where possible, and do not cause difficulty or distress.</p> <p>People, who access support and their carers, know what they are entitled to and who is responsible for doing what.</p> <p>Collaborative relationships are in place at all levels, so that organisations work together to deliver high quality support.</p> <p>Support is 'joined-up', so that people and carers do not experience delays in accessing support or fall between the gaps, and there are minimal disruptions</p>	<p>Provide all ongoing social care support through a personal budget.</p> <p>Ensure that everyone has access to Telecare and equipment through the introduction of a universal offer.</p> <p>Review all existing assessments and processes associated with the delivery of social care, reducing duplication, ensure information is recorded only once and transferred, and that handoffs are reduced to a minimum</p> <p>Give each person formal correspondence detailing the amount of their personal budget and how this was calculated. Support plans will detail any restrictions on budget spend.</p> <p>Make sure each young person has a positive transition. A questionnaire will be developed</p> <p>Each person’s support plan must</p>

		<p>when making changes.</p> <p>Transition from childhood to adulthood support services are pre-planned and well managed, so that support is centred on the individual, rather than services and organisational boundaries.</p> <p>Commissioners and providers of services enable people who access support to build their personal, social and support networks.</p>	<p>identify how any identified support will increase someone's personal, social and support networks. We will start by introducing people to their neighbours.</p> <p>Market position statements will be utilised to evidence our progress in commissioning to meet demand.</p>
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Theme	“I” Statements	In Practice	Making it Real in Dudley
<p><b>4) Workforce:</b> my support staff</p>	<p>“I have good information and advice on the range of options for choosing my support staff.”</p> <p>“I have considerate support delivered by competent people.”</p> <p>“I have access to a pool of people, advice on how to employ them, and the opportunity to get advice from my peers.”</p> <p>“I am supported by people who help me to make links in my local community.”</p>	<p>People who receive direct payments, self-funders and carers are supported in the recruitment, employment and management of personal assistants and other personal staff, including advice about legal issues. People using Council managed personal budgets have maximum possible influence over choice of support staff.</p> <p>There is development of different kinds of workforce and ways of working, including new roles for workers who work across health and social care.</p> <p>Staff have the values, attitude, motivation, confidence, training, supervision and tools required, to facilitate the outcomes that people who use services and carers want for themselves.</p> <p>The workforce is supported, respected and valued.</p> <p>There are easy and accessible processes to enhance security and safety in the employment of staff.</p> <p>The formal and informal workforce is increasingly focused on, and able to, help people build and sustain community connections.</p>	<p>Through an initial workshop and subsequent review programme ensure Direct Payment organisations provide appropriate and consistent information.</p> <p>Change our contractual position to enable people with Council managed budgets to have the same degree of self-direction as people in receipt of direct payments.</p> <p>Promote and build upon existing PA pool arrangements, enabling people to attribute a cost from their personal budget to a PA management arrangement that ensures employed staff are supervised, supported and have opportunities for training and development.</p> <p>In Partnership with Dudley CVS roll out an innovation fund to stimulate and grow personalised care and support.</p>

			<p>Provide active support to increase the capacity of micro providers, alongside achievement of the Gold and Silver Quality Mark.</p> <p>Promote the Essential Guide to Social Care to ensure understanding around Social Care in Dudley.</p>
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Theme	“I” Statements	In Practice	Making it Real in Dudley – We will
<p><b>5) Risk enablement:</b> feeling in control and safe</p>	<p>“I can plan ahead and keep control in a crisis.”</p> <p>“I feel safe, I can live the life I want and I am supported to manage any risks.”</p> <p>“I feel that my community is a safe place to live and local people look out for me and each other.”</p> <p>“I have systems in place so that I can get help at an early stage to avoid a crisis.”</p>	<p>People who use services and carers are supported to weigh up risks and benefits, including planning for problems which may arise.</p> <p>Management of risk is proportionate to individual circumstances. Safeguarding approaches are also proportionate and they are co-ordinated so that everyone understands their role.</p> <p>Where they want and need it, people are supported to manage their personal budget (or as appropriate their own money for purchasing care and support), and to maximise their opportunities and manage risk in a positive way.</p> <p>Good information and advice, including easy ways of reporting concerns, are widely available, supported by public awareness-raising and accessible literature.</p> <p>People who use services and carers are informed at the outset about what they should expect from services and how to raise any concerns if necessary.</p>	<p>We will implement Quality of Life standards in to all contractual arrangements with social care providers, and ensure support plans are supportive of such.</p> <p>Support plans will enable people who use services with support to consider risk in relation to opportunities for independence and quality of life.</p> <p>Enable everyone receiving ongoing social care support to receive a direct payment.</p> <p>Undertake a safeguarding awareness scheme across the borough.</p> <p>Provide information throughout the customer’s experience detailing what people should expect and how to challenge.</p>

Theme	“I” Statements	In Practice	Making it Real in Dudley – We will
<p><b>6) Personal budgets and self-funding: my money</b></p>	<p>“I can decide the kind of support I need and when, where and how to receive it.”</p> <p>“I know the amount of money available to me for care and support needs, and I can determine how this is used (whether it’s my own money, direct payment, or a Council managed personal budget).”</p> <p>“I can get access to the money quickly without having to go through over-complicated procedures.”</p> <p>“I am able to get skilled advice to plan my care and support, and also be given help to understand</p>	<p>Everyone eligible for on-going Council funded support receives this as a personal budget. Direct payments are the main way of taking a personal budget, and good quality information and advice is available to provide genuine and maximum choice and control.</p> <p>Council managed personal budgets offer genuine opportunities for real self-direction.</p> <p>People who use social care (whether people who use services or carers) are able to direct the available resource. Processes and restrictions on use of budget are minimal.</p> <p>There is a market of diverse and culturally appropriate support and services that people who use services and carers can access. People have maximum choice and control over a range of good value, safe and high quality supports.</p> <p>People who use services and carers are given information about options for the management of their personal budgets, including support through a trust, voluntary or other organisation.</p> <p>Self-funders receive the information and advice that they need and are supported to have maximum choice and control.</p>	<p>Provide all ongoing social care support through a personal budget.</p> <p>Enable everyone receiving ongoing social care support to receive a direct payment.</p> <p>Utilise DCID and peer reviews to introduce a customer driven quality ratings system that enables people to make informed choices about their support.</p> <p>Give each person formal correspondence detailing the amount of their personal budget and how this was calculated. Support plans will detail any restrictions on budget spend.</p> <p>Change our contractual position to enable people with Council managed budgets to have the same degree of self-direction as people in receipt of direct payments.</p> <p>Make sure any contractual agreement with a provider enables a</p>

	costs and make best use of the money involved where I want and need this.”	Councils understand how people are spending their money on care and support, track the outcomes achieved with people using social care and carers, and use this information to improve delivery.	person to direct their support within the value of their budget.  Make sure someone is as independent as possible before calculating a Personal Budget.
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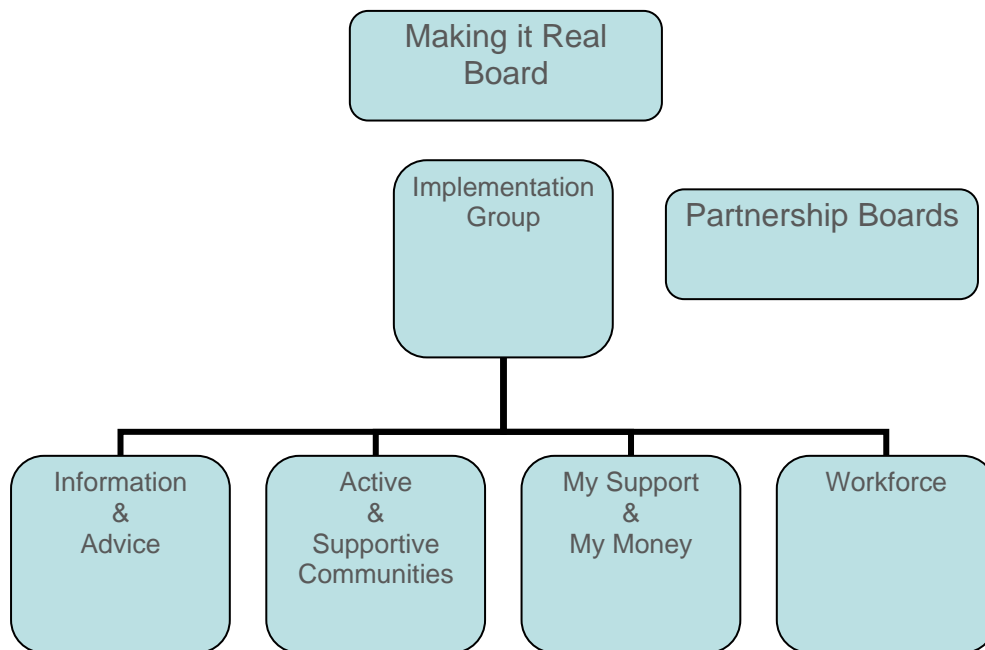


Theme	“I” Statements	In Practice	Making it Real in Dudley – We will
<p><b>7) Support to Carers</b></p>	<p>“I feel that my caring role and expertise is understood and valued.”</p> <p>“I have the information and advice I need to help me in my caring role.”</p> <p>“I have the support I need to maintain the level of caring which is right for me.”</p> <p>“I feel confident that I, and the person I care for, would be supported should I be unable to care.”</p> <p>“I feel that I receive support to maintain my health.”</p>		<p>We will promote the Carer Aware and Young Carer Aware courses for all staff, and make them mandatory for staff with a direct role in providing information, assessment or support.</p> <p>We will ensure that carers’ assessments are an integral part of the assessment and support planning process, and that carers needs, including the need for a break from caring, are identified and met appropriately.</p> <p>We will maintain and extend the Carers Direct payment scheme which supports carers on a low income to take a break.</p> <p>We will extend access to practical training for carers in respect of supporting people with particular illnesses or disabilities (such as dementia, autism).</p> <p>We will further develop our Carers’</p>

			peace of mind scheme which provides support if the carer is unable to care due to accident or emergency.
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### 3. Delivering change

The Directorate of Adult Community & Housing Services in Dudley is committed to delivering the support and services described by people who use services and carers in the “I” statements of Making it Real. Achieving the associated change will require the Directorate to have a clear and robust communication and governance structure that actively involves people who use service and carers in all levels of service design and decision making. The structure below will be utilised to deliver the programme.



#### Making it Real Board

The Board has the overall responsibility of ensuring that the aspirations of the programme are delivered in a manner that is timely, efficient and shaped by local people. The Board will meet on an 8 week basis and be chaired by the Director of Adult Social Care and Housing, Andrea Pope Smith. The Board’s membership will include people who use services and carers, senior managers within the Directorate, and Partners; Dudley CVS, Changing Our Lives, Dudley Walsall Mental Health Trust, NHS Dudley CCG. Think Local Act Personal (TLAP) and WM Care Association. The Board will track the delivery of the action plan against key identified milestones on a highlight basis, and have overall decision making responsibility.

#### Making it Real Implementation Group

The Implementation Group has a remit to support the Board in its role of tracking the programme by producing a highlight report that encapsulates all change activity within the programme. The group has an overview of all

projects associated with the programme, ensuring activity across the Directorate is fitting and working together to provide consistent services. This overview will be provided through updates from each of the four programme Workstreams and the Directorate's Partnership Boards. The group will produce an overall timescale for all implementation of change. The group's membership will include people who use services, workstream leads, senior managers within the Directorate, and Partners. The group will meet on an 8 week basis, two weeks prior to the board.

The Implementation Group will also oversee the development of an operational level customer pathway that clearly articulates how a person would be supported upon contacting the Council for social care support. This pathway will be based upon the target operating model detailed later in this document.

### **Making it Real Workstreams**

The Making it Real programme is associated with four workstreams pertaining to the 7 specific themes of Making it Real. Each workstream will work against a delivery plan that captures all agreed change activity associated with its remit. A lead officer will be identified for each, who will have responsibility for achievement of the activity within the delivery plan and to provide updates to the Implementation Group. Each Workstream, meeting 4 weekly, will have a membership that includes people who use services, carers, Directorate staff and partners. Workstreams established are:

- Information and Advice;
- Active and Supportive Communities;
- My Support My Money;
- Workforce.

### **Workstream approach**

To ensure commonality of message and clarity of purpose, each Workstream is working towards a range of "to be" descriptions that define how services would be deployed if the associated themes from the Making it Real action plan are delivered. The Making it Real "I" statements form outcomes that can be expected to be achieved if the Workstream/programme is successful.

The table below shows how each Workstream is structured.

My Support My Money				
Jayne Wilkins Info & Advice	Kate Green DCVS Communities	Matt Bowsher Promoting Ind	Brendon Clifford Personal Budgets	Andrew Packer Workforce
Parm Website	Justin Haywood Engaging Dudley	Marie Spittle Prevention	Sue Beach My Worker	Sue Reynolds Direct Payments
Lynda Wattis DCID	Angel Pitchford Transport	Jo Vaughn Reablement	Anita Hughes Assessment	Stephen Garbitt PA's
Christine Rowley Essential Guide	Julia Wade Employment	Dawn Fazey Access	Kate Green Personal Budgets	Debbie LaQuene Quality & Ratings
Marie Spittle Contact Points	Justin Haywood DIF	Ann Askew Carers	Ann Parkes Support Planning	Annette Derby Inhouse services
Shelley Brookes Information Man	Kate Green DCVS Mutual Support		Chris Ward AIS	Andrew Packer MPS
Andrew Packer SLA's				Steve Moore QLS
Shobha Performance				Lorna Reid Micros
				Brendon Clifford Culture

## **Workstream 1 - Information and Advice**

- *“Making it Real theme 1. Information and Advice - having the information I need when I need it”*

Workstream 1 will be associated with:

### **Dudley MBC website**

Information around Adult Social Care in the borough will be easily found on the Dudley MBC website. The language used on the website will be accessible and meaningful to local people. Google and other analytical tools will be utilised, alongside the views of local people, to evaluate the effectiveness of the website. Governance will be established to ensure information provided is valid and up-to-date.

From an Adult Social care perspective the website will be structured to provide 4 functions.

1. About Adult Social Care – An interactive Essential Guide to Adult Social Care will be the primary mechanism to convey how adult social works. This guide will link to a range of public facing policy documents including:
  - Fairer Access to Care Services;
  - Promoting Independence;
  - Personal Budgets;
  - Support Planning;
  - Support to Carers.

These documents will be designed to give transparency and clarity around how we work.

2. Signposting – The website will promote the following associated web resources:
  - The Dudley Community Information Directory;
  - The Making it Real Partnership site.
3. Take control & Get involved – Local people will be provided information and guidance around how they become engaged in evaluation and developments in Adult Social Care including:
  - Social Media;
  - Forums;
  - Meetings and Networks;
  - Health Watch.

4. Contact details – A single point of contact will be provided for all telephone, email and postal correspondence, detailing hours of service and advice as to when we are at our busiest. This area will also provide information about our comments/compliments/complaints process. Wherever possible, people will be promoted to only use this contact number if they are unable to self serve within the other options of the website.

## **Dudley Community Information Directory**

The Dudley Community Information Directory (DCID) is a local resource available universally through the internet. The Directory provides local detail of organisations, individuals, groups and networks that operate within the Dudley borough. The DCID is a central feature of achieving the aspirations of Making it Real.

The Directory will provide consistent and up-to-date information to the public around the availability of support and activity within the borough. The effectiveness of the Directory will be associated with an increase in local ability to self serve and self direct to the right services at the right time. The Directory will use quality marks and ratings systems (described later in this document) to support the public to make informed choices around organisations they choose to select, attend and receive services from; whilst also providing the opportunity for local people to rate and give feedback against services and support they receive.

Simple availability of the Directory through the internet would not enable access for the whole population of Dudley. As such the Directory will be available through community contact points (described later in this document) and through supported telephone navigation via the directorates **Access Team** and **Dudley Council Plus**.

Staff employed within the Adult Social Care division will utilise the Directory throughout the target operating model, to support people to identify the support and services they need.

At the point of contact the Directory will be used to effectively signpost people with low level social care/community enquiries to appropriate resources. Such signposting will be recorded so to support future commissioning activity in the borough.

When support planning with people, the Directory will be used to enable people to make informed decisions around how their outcomes and potential personal budget could be spent. The types of services available through the Directory will be linked to the activity of daily living domains used within our assessment framework.

The assertion of the Directory within the delivery of social care support will promote providers to give better information around who they are and what they offer. The better promoted and locally received an organisation is within the Directory will have a direct link to the amount of future business they receive from local people. Organisations, individuals, groups and networks will be given templates and guidance to support them to articulate their offerings, including timetables of events and support

The effectiveness of the Directory will solely be based around it remaining up to date and effective in the content that it delivers. Organisations will be engaged around the value of their presence on the DCID and existing contracts with organisation used to maintain standards.

Community volunteers will be utilised to check the accessibility and value of the content displayed, making a contribution to the Local account.

### **Essential Guide to Social Care**

The Essential Guide to Social Care has been developed to promote understanding around personalised Social Care services. The guide, although extensively delivered in DACHS, will be promoted across the wider Council, its partners and stakeholders, to increase consistency of understanding in how Adult Social Care is provided.

### **Information Management and Marketing**

Any information or publication being produced will be as accessible as possible. Readership panels will structure this approach with the public being regularly asked to feedback upon the effectiveness of information we provide.

A range of marketing campaigns will raise awareness of, in particular, our preventative services and the support on offer. Such campaigns will be structured by a programme communication and engagement plan.

### **Community Contact Points**

A range of community contact points are being established which support and provide information around Adult Social Care. Based loosely around the Living Well Feeling Safe partnership, training will be provided to partner organisations around:

- How Adult Social Care works;
- The Dudley Community Information Directory;
- Safeguarding.

The contact points will generally be associated with Public access buildings such as libraries, community centres, colleges and places of worship. Local maps will be produced that promote the community contact points to the general public.



## **Community and Voluntary organisations**

Organisations that are funded through service level agreements and grants have a positive role to play in the effective information and advice provision. Organisations will be provided with support to utilise both the Dudley Community Information Directory and the Essential Guide to Social Care.

Regular provider meetings will be used to enable effective communication around specific areas of change and/or issue.

This support will enable the public to have a greater awareness of the support available from these organisations. From a contractual perspective the public's demand for, and take up of, such services will structure future commissioning activity.

## **Workstream 2 - Active and Supportive Communities**

- *“Making it Real theme 2. Active and Supportive Communities – Keeping friends, family and place”*

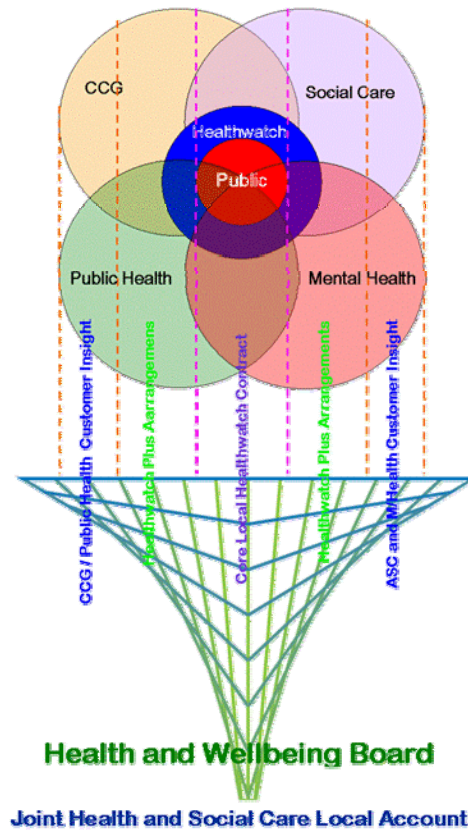
Workstream 2 will be associated with:

### **Engagement**

A model which provides a collaborative approach across Health and Social Care, and utilises Healthwatch as the central vehicle for effective engagement in the borough, will be in place. A Healthwatch contract would identify core priorities for Health and Social Care which have been negotiated and agreed through the Health and Wellbeing Board, or instructed as part of the National Healthwatch agenda through the resources provided to the LA from Department of Health.

Existing resources from Health and Social Care will be realigned through the Healthwatch Organisation as the central vehicle for engagement in the borough. The diagram below details this approach at a strategic level.

# Joint Health and Social Care Engagement Strategy



The primary focus for Healthwatch will be delivering against the requirements and deliverables, as laid down in its core contract. However, in addition to this, Healthwatch would take on additional duties paid for through the realignment of existing funding streams and any potential new money, to provide engagement activity on behalf of the Local Authority, CCG, Mental Health Trust and Public Health.

At a strategic level this funnel of customer insight will support the production of a Joint Health and Social Care Local Account, which would be circulated to citizens as a qualitative document and would form part of the suite of documents that support the Borough's JSNA.

At a practical level, the approach will provide opportunities for local people to be engaged in Health and Social care at a level and pace that suits them. Opportunities will include:

- Joining the Making it Real structure of meetings;
- Local forums and networks;
- Post and email Correspondence;
- Specific events;
- Social Media.

The approach will pull together all existing engagement activity across Health and Social Care to provide a greater number of local people with a voice.

## **Transport**

Utilising previous and current engagement activity around transport in the borough, we will establish a local steering group who will develop a plan of how Transport in the Dudley Borough can meet the aspirations of local people.

This steering group will establish what it is possible to influence locally and what we cannot. It will determine how existing Council resources are spent on Transport and make suggestions of alternative solutions that will contribute to a menu of transport options in the borough.

Once established, with a clear remit in place, this steering group will facilitate a further public engagement event to evidence that the development proposed fits with local views and requirements.

We will identify a range of policy statements that clarify transport issues in the borough. These include:

- Can transport be purchased within a personal budget?
- In support planning, should the use of DLA and mobility vehicles be identified and required to meet any outcomes associated with transport?

## **Employment**

We will work with local people to understand the barriers that prevent people with disabilities who want a job from getting a job. This will involve partnership working with local people, employers, the Department of Work and Pensions, Job Centre Plus and Employment Support agencies.

Determining people's aspiration for employment will become an integral part of our assessment process.

Work will be undertaken with individuals, families, local schools, colleges and employers to raise aspiration around employment, challenge assumptions, and assert the skills and experience that local disabled people can bring to potential employers.

A range of pre-employment support services will be developed further that prepare people for employment, encourage individuals to understand their capabilities and skills, and develop informal mechanisms that support people in the work place.

### **Dudley Innovation Fund**

An innovation fund is in place which supports local organisations, groups and individuals, to setup and deliver innovative services/support to local people. Innovation is about providing a real alternative to how social care has been traditionally delivered.

Innovation will be defined in local context, in that local people and communities will be supported to articulate local deficits and opportunities that would benefit from both the financial and business development associated with the fund.

The innovation fund will support the Council in shaping its future commissioning activity specifically in the shift from unit procurement to outcome delivery.

### **Mutual Skills and Assets Exchange**

Local people and organisations will establish a working group to consider and facilitate the development of methods, approaches and services that build local community capacity, define social capital and support active citizenship. Support mechanisms and approaches will be established that:

- Promote Knowledge around what's happening in local communities;
- Increase opportunities for friendship and social networks;
- Reduce isolation and promote involvement;
- Empower people to recognise their own skills and ability to contribute.

Such approaches and mechanisms will reduce the number of contacts to the Council and will also be integral part of support planning activity.

### **Workstream 3 - My Support My Money**

- *“Making it Real theme 3. Flexible integrated care and support – My support, my own way.”*
- *“Making it Real theme 5. Risk enablement – feeling in control and safe.”*
- *“Making it Real theme 6. Personal Budgets and self-funding – my money.”*
- *“Local Theme 7. Carers.”*

## **Single point of contact**

A single point for telephone/e'mail enquiries for social care for all new people and existing people with a significant change in need, will be in provided through our Access team.

The Access team will:

- Determine the reason for the call;
- Using the DCID signpost people to universal services and low level pieces of equipment;
- Construct Wellbeing plans from the DCID;
- Deal with crisis and safeguarding referrals;
- Provide Initial screening against FACS.

People with established support arrangements provided by specialist teams, such as the community team for people with learning disabilities and community mental teams, will be provided with specific details in their support plans that will enable to contact appropriately skilled workers within the specialist teams as required.

## **Prevention**

Prior to awarding a personal budget we will enable and support people to reach their optimum level of Independence within their own home and community. This will involve ensuring that for each and every person we support:

- All Community resources have been utilised;
- Their home environment is as accessible as possible;
- Basic telecare has been provided as a minimum;
- Disability related benefits have been maximised;
- Carer support services (were a carer is identified) are in place.

Direct provision of Reablement services should be utilised from a positive risk taking perspective, to enable people to test out their independence around such preventative solutions in a safe environment.

## **Reablement/Intermediate Care**

Direct provision of reablement support and care will be provided to all new people presenting as having FACS eligible needs at the point of contact. The provision will have capacity to meet both crisis and planned requirements for support, but will not work with people on a permanent basis.

Both bed and community based support and care will be available, however, bed based services will only be accessed if it is not possible to support the person in their own home.

New people being supported by reablement and intermediate care can be associated with two groups:

- **People with potential to be more independent** - the duration of reablement/intermediate care offered to this group will generally be associated with up to 6 weeks of support. This duration can be increased if there is evidence of further therapeutic need, or can be reduced at the point of reaching optimum levels of independence.

During the period of reablement all preventative approaches detailed earlier in this document will be provided and evaluated.

Any complex moving and handling needs will be assessed with any requirements for 2-1 support being evidenced.

- **People with complex needs** – the duration of the support offered to this group is again associated with up to 6 weeks of support. However, the purpose of the service is to stabilise any crisis situation and support the assessment of presenting complex needs.

Reablement and intermediate care services will have enough co-ordinator capacity to manage both community referrals and hospital discharge into and from the service. This capacity will mean delayed discharges are an exception to rule.

## **My Worker**

During any intervention where a person's independence cannot be achieved by either universal or preventative support, then a co-ordinating worker will be identified. The person accessing the service will be provided with their worker's name and contact details for the duration of any supported intervention.

The co-ordinator will be identified as the professional most suited to the person's presenting needs and circumstances. Co-ordinators will generally be from the following group of staff:

- Social workers;
- Occupational Therapists;
- Community Nurses;
- Non-qualified field work staff.

This group of staff will all be trained to provide a core level of health and social care activity that will include:

- Access to Living Well Feeling Safe;
- Provision of low level community equipment;
- Provision of low level telecare;
- Access to the Dudley Community Information Directory;

- Personal Budgets and support planning;
- Homelessness;
- Initial Safeguarding.

This approach will ensure a reduction in handovers between staff, whilst also empowering staff to support people more holistically. Mechanisms will be established that ensure workers remain informed of available services and equipment as new developments become available.

Multi-disciplinary working is valued within the approach but should be provided proportionately.

### **Assessment Framework**

A core assessment framework will be established based on the following four tools:

- Community care assessment – The MAF1 will be used to determine FACS eligible needs, assess and confirm any informal care, and identify preventative supports.
- Personal budget assessment – The MAF2 will be used to support the person to define their health and social care outcomes and to calculate a personal budget.
- Support plan – This will determine how the persons outcomes are to be achieved including how a personal budget will contribute to established preventive support, informal care and community activity.
- Review – The document will establish the effectiveness of the support plan and confirm the level of support required in the future. As such every review is a reassessment that should include a recalculated MAF2 .

Central to each of the tools will be person centred approaches that, by valuing a person's skills and assets, and people using our service/carers will be directly involved at all stages of our processes, and wherever possible, needs, wants and outcomes will be determined by them. Nine domains associated with activities of daily living will run through the frameworks. Each of the tools will enable different professions and teams to contribute to overall assessments and plans.

A range of specialist assessment will equally contribute to the framework but will be undertaken on a proportionate basis. Such assessments include:

- Mental capacity assessment and best interest;
- Risk assessment;
- CHC screening tool;
- Impact assessment.

## **Personal Budgets**

Any Dudley citizen with assessed ongoing critical or substantial needs associated with Fairer Access to Care Services criteria will be provided with a Personal Budget. A document will be in place that provides a clear and honest description of how a personal budget is calculated including how the resource allocation system works.

People will receive formal correspondence detailing the value of their budget and how it was calculated. This will include how any informal care has affected the budget calculation.

The resource allocation system, whilst remaining in budget, will provide allocations that correspond with both a person's level of need and the cost of local provision.

The budget that is calculated from the MAF 2 is the starting point for support planning. However this budget cannot be determined as inappropriate until planning has been undertaken.

If, through support planning, it can be evidenced that the value of the starting budget is not enough, then an impact assessment can be undertaken to support an appropriate increase to the budget.

Personal budgets will be provided to people through a range of payment mechanisms that enable people to take as much or as little responsibility for managing the money as they choose. Support to manage the money will be provided through a range of organisations and approaches that include:

- Low level financial accounts;
- Payroll services;
- Fully managed and support budgets;
- Cash paid to the individual.

Personal health budgets, upon implementation, will follow the same approach as social care funded personal budgets providing consistency to local people.

## **Support Planning**

Support planning will be central to the delivery of holistic and person centred Health and Social Care in Dudley Borough. Support planning will become a process rather than a one-off meeting.

People will have one plan and as a process, this planning will start at the point of contact, enabling people with lower level needs to receive a plan that details how they will be supported through accessing universal services, equipment and telecare.



Any required reablement/intermediate care will also contribute to the personal support plan as well the availability of informal support.

Working in this way will mean that at the point at which a personal budget is calculated, this budget is only a contribution to the plan rather than being its sole component.

Support planning will be delivered through two mechanisms:

- Do it yourself – support will be available in both online and written form that enables people to support plan independently with additional peer support on offer.
- In Partnership – in this model different elements of support would contribute to the plan, including the person, their carer, Council/health staff and providers.

Regardless of how it was developed, all support plans must articulate how the person's outcomes will be achieved:

- Legally;
- Effectively;
- Affordably.

Plans will be structured in such a way that with supplementary training, a positive approach to risk taking will be established. A risk enablement panel will be in place to support an organisational acceptance of the benefit associated with positive risk taking.

Plans can be developed in a range of mediums such as video and audio, but will still be recorded on the Council support planning template on AIS.

Through an online support planning platform, people will be able to contribute and make pre-agreed amendments to their plan. This platform will also enable Health partners and providers, with the person's consent, to contribute to planning activity.

Plans will identify the level and frequency of review required, and will focus on both immediate and long-term goals.

### **Electronic Social Care Record**

AIS will be the only electronic system utilised to add to a person's electronic social care record. Swift access will be restricted to ensure compliance in AIS usage. Information recorded in AIS will be proportionate to the level of service received by a person, or the nature of our involvement with them.

Process navigation will be established for core inputting activity to ensure data quality. Data Quality reports will be run on a weekly basis and sent to individual workers for rectification. Non compliance will be escalated to team managers.

AIS will be used by team managers to structure individual case management and agreed timescales will be determined for all core activity to support effective workload management.

All forms used by the Directorate will be built into AIS; only external documents will be scanned and indexed.

## **Carers**

The Carer's Strategy Group, and its function, will be re-launched to support the future development of carer support services.

Market position statements will be produced in relation to Carer's support services, both internal and external to the Council, identifying specifically the range and depth of services funded. At the point of review Commissioners will work in partnership with organisations and carers to determine required outcomes and service performance measures.

An online carer's assessment will be developed that will signpost to appropriate services, and enable people to access carer's direct payments and information and support services. This assessment will be used through our Access team and through our network of carers support organisations.

A specialist carer's assessment will be developed, to support complex situations. It is envisaged that this will only be used in a minority of cases.

Our personal budgets approach will take full account of any informal support a carer is willing and able to provide.

To ensure carer's assessment and support services are given priority, external support capacity will be available in the borough.

## **Performance**

A new set of local performance measures will be established that enables the effectiveness of Making it Real to be measured. The approach will be based on both quantitative and qualitative measures to provide a balanced view. Our Local Account will be the primary construct of measuring such performance. We will also link to best practice emerging from Think Local, Act Personal and the Towards Excellence in Adult Social Care (TEASC) programme.

A performance culture across the workforce will be developed, with workers and managers having access to performance dashboards that support the service to be as efficient and effective as possible.

The demand management model will be developed further to support all future development and investment in Adult Social Care, by providing benefit realisation data around the effectiveness of options being considered at the point of change.

In order to externally verify our performance, we will actively engage and promote peer challenge from our local authorities, whilst also utilising comparative data from such authorities.

## Workstream 4. Workforce

*“Making it Real theme 4. –my support staff.”*

### **Direct Payments**

All new people eligible for ongoing community based social care services will be given a personal budget through a direct payment. Direct payment support services will provide a range of support that enables people to take on as much or as little responsibility for management of the money as they can. The Council will not normally directly commission any long term community based services on a person’s behalf, unless required through a crisis situation.

(The only exclusion to this is the commissioning of Council provided services. Such services, if chosen by the person, will be taken from the personal budget at source at determined market value costs.)

The support plan will include a money management section that adds proportionate resources to a person’s personal budget so to fund the direct payment support services they require.

A framework of direct payment support services will be established and Quality ratings systems will be used to enable people to choose their direct payment support provider at the point of support planning and annual review. The framework will have no contractual value and will be open so to enable new providers to offer their services. A provider forum will be established to ensure continuity of service from direct payment support providers.

Support plans will detail how the direct payment will be spent and will identify levels of variation that do and do not require Council validation.

The frequency of financial review of the direct payment spend will be determined through the support plan and adopting a principle of proportionate assessment. However, financial reviews will be completed on an annual basis, as a minimum, as part of the annual review.

At the point at which it becomes lawful, direct payments will be provided to people choosing to purchase residential care.

## **Personal Assistants**

We will have a Personal Assistant Pool in place that is promoted through the Dudley Community information Directory. A quality ratings system will enable people to make informed choices from existing Personal Assistants, whilst links to Job Centre Plus and the DCID will enable people to advertise for staff.

Support services will be in place, that support local people to co-ordinate the use of Personal Assistants, so to manage sickness and annual leave. Such services will support Personal Assistants to access Council provided training and development opportunities. The cost of this support will come from the person's personal budget.

Guidance will be provided around levels of pay to Personal Assistants but will be determined by the person within the confines of their personal budget.

All Personal Assistants must have an up-to-date DBS check in place and not be barred by the ISA.

Support plans utilising Personal Assistants must demonstrate that the Personal Assistant has the required skills and ability to effectively support the person. An interim package may be required to enable vital training to take place.

Any request for a family member living in the same household to be employed as a Personal Assistant must be signed off by a risk enablement panel. Managed accounts should be utilised to mitigate potential financial abuse.

## **Quality Mark**

The Community Catalysts Quality Mark will be expanded to provide a quality ratings system which enables people purchasing services from a personal budget to make an informed choice. The quality mark will be applied to:

- Domiciliary care services;
- Residential care homes;
- Extra Care schemes;
- Personal Assistants;
- Direct Payment Support Services;
- Day services.

The New Quality Mark will continue to award Silver and Gold levels of attainment to providers meeting the required criteria. The quality of life standards will, however, be an additional contributing factor, as will a clear correlation between the quality mark and achieving support plan outcomes.

When supporting people to plan their support and personal budget spend, Council staff will only utilise the Dudley Community Information Directory. The services identified above will receive priority of placement on the directory

upon registration with the quality mark. A provider's current attainment level will be displayed within the directory.

### **Customer ratings system**

A customer ratings system will be established against all providers listed within the Dudley Community Information Directory. The ratings system will enable local people to provide constructive feedback of the services they receive so to enable future customers to make informed choices. This will not replace existing approaches to managing complaints or safeguarding alerts.

The ratings system will be based on a five star model with customers being able to rate their provider from 1 star (poor) to 5 stars (excellent). The Information Directory will enable people to informally provide feedback and rate their provider, and will be utilised to provide feedback at all annual reviews.

A clear narrative must be provided against all feedback and providers will be offered the opportunity to respond.

The ratings system will be managed and moderated by the Contracts and Commissioning team in the Council. Any rating of 1 or 2 stars will trigger moderation prior to public view. Moderation undertaken will ensure that the ratings of providers are appropriate and not unduly affected by vexatious individuals. The moderation system will also be used to trigger quality and commissioning audits of providers who repeatedly receive poor ratings. Consistently poor ratings will result in the provider being removed from the Information Directory.

Such information will be utilised alongside comparative information provided by the Care Quality Commission and Healthwatch reviews, to inform future commissioning of services.

### **In-house provision**

All in-house ongoing provision will be supported to operate in a similar manner to independent sector providers. Each service will have a notional unit cost determined that is equal to that of equivalent independent sector provision. Individual services will be budgeted against the identified notional costs and units of available capacity.

Such notional costs will be taken at source from the personal budgets of people choosing the service and attributed to the services trading account. Each service will be required to register for the quality mark and promote their services through the Dudley Community Information Directory.

In order to demonstrate sustainability and evidence that services are wanted by local people, each service will be required to have delivered a minimum of 80% of its budgeted capacity on an annual basis.

## **Market Position Statements**

To support our ambition that people will have choice and control over how they receive support, based on prevention, on promoting independence, better quality of life and effective personal budgets, we will establish market position statements over the full range of social care provision in Dudley.

To achieve this aim we will influence, help and support the local care and support market to achieve better outcomes and value. We will:

- Work together to improve outcomes for people who need care and support;
- Pool and share market information;
- Be transparent about the way we intend to strategically commission and influence services in the future, and how we wish to extend choice to care consumers;
- Ensure that services are available that local people want and need.

## **Quality of Life Standards**

Locally developed Quality of Life Standards will form part of any contract with providers delivering social care in Dudley. Our approach to reviewing the effectiveness of people's support plans will equally be structured around such standards.

The Quality of Life Standards are written and agreed by people who use our services/family carers, and are designed to shape and improve outcomes for people in their lives, and the way services are delivered to them. The Quality of Life Standards come with a description of what the standards mean. These descriptors provide clarity to the provider on changes they may need to make to their service delivery. They also enable people who use services to understand their rights and what the standards should do for them. The Quality of Life Standards then form the basis of our person centred, qualitative approach to contract monitoring and review. We will expand our capacity for monitoring, review and audit of the quality, and safety of services, by building a 'lay' resource including people who use services, carers, and Elected Members.

## **Micro Enterprises**

We will build upon our existing development with micro enterprises, in parallel with market position statements, to continue to increase the number of micro providers in the borough. Moving to a default position on direct payments will support increased business and sustainability to such providers.

## **Culture Change**

A range of workshops across the Council's internal social care workforce, partners and through provider forums will be undertaken to develop an empowered and engaged culture within the Health and Social Care sector in the borough.

The resulting outcome will be that the sector takes on a shared responsibility for delivering Making it Real in Dudley. All providers and organisations will have pledged their commitment to Making it Real and developed internal actions plans.

Within Adult Social Care individual teams plans will be structured and reported against the Making it Real "I" statements, alongside structure approaches to supervision and progression.

## 4. Target Operating Model

The target operating model details who the aspirations of Making it Real will be structured into the overall customer journey of people contacting the Council for social care support. The Model establishes the purpose of social care services in the borough to:

- Promote and maximise independence;
- Support people to remain in, contribute to, and benefit from their own community;
- Enable self direction of quality care and support;
- Safeguard.

### Approach

In order to meet the demands of current and future social care support, the target operating model defines the Adult Social Care approach in working with both the wider population around universal services, through to meeting complex levels of need and vulnerability through a personal budget.

The approach is based upon a number of tiers of interventions that are designed to promote independence. A person contacting the Council for support will be guided through the differing interventions until a maximum state of independence has been reached. At which point a support plan, documenting how such independence will be maintained, will be completed.

In supporting people to reach a maximum state of independence the model aims to provide the most person centred and efficient experience possible. As such the model asserts the following standards:

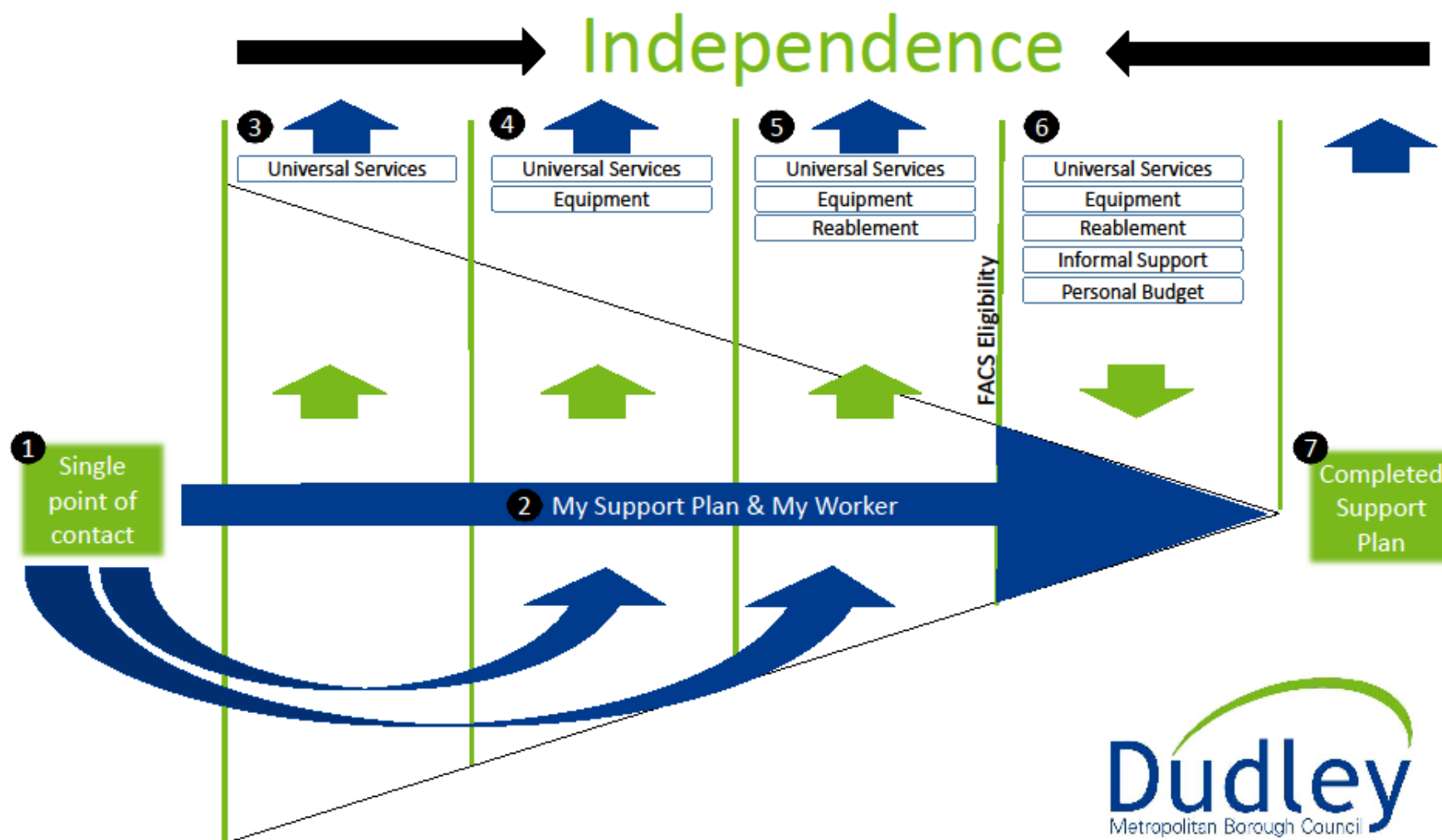
- People will only provide their personal details and circumstances once.
- A named point of contact will co-ordinate and be in place throughout any intervention.
- Personal choice, assets and skills will be the starting point of any support.
- Assessment and support plans are not duplicated or completed in isolation.
- A culture of resolution and customer satisfaction are at the centre of all we do.
- Support to Carers will be accessible and tailored to the needs of the carer.



- The model will evolve and be responsive to the needs and feedback of local people.

## The Model

The diagram provides an illustration of the model with each of its functions numbered to correspond with the following descriptive statements.



## 1) Single Point of Contact

A single point for telephone/e'mail enquiries for social care for all new people and existing people with a significant change in need will be provided through our Access team.

The Access team will:

- Determine the reason for the call;
- Using the DCID signpost people to universal services and low level pieces of equipment;
- Construct Wellbeing plans from the DCID;
- Deal with crisis and safeguarding referrals;
- Provide Initial screening against FACS.

## 2) My Support Plan/My Worker

Support planning is a process that starts with the person at the point of contact.

People only have 1 plan which is contributed to by any service/team/provider working with a person. Plans must not be solely based around personal budget spend.

Once we have agreed to complete an intervention with somebody, we will identify a co-ordinating worker and provide contact details for the period of intervention. The co-ordinating worker will be the best placed individual to support the customer, based upon their presenting situation and to facilitate their plan.

## 3) Universal Services

Universal services are such services that are open and available to the whole population of the Dudley Borough.

The DCID will enable people to self-serve through internet access and a range of community contact points.

Upon contact with the Access team, the DCID will be used to identify available services that may promote the person's independence. We record the details of all referrals we make to universal services and provide a call back service to ensure the service identified is appropriate.

#### 4) Equipment

Through our Living Well Feeling Safe partnership we will develop a universal offer of low level equipment and technology that promote a person's independence.

Should a person's needs not be met through access to universal services, then this universal offer will be provided as a minimum.

The Access team will utilise an online assessment that enables appropriate pieces of equipment and or technology to be identified and will provide such equipment accordingly,

#### 5) Reablement

All new people (all client groups) with assessed FACS eligible needs will be provided with either a community or residential based reablement services for a period of up to 6 weeks. This period can be extended or reduced based on therapeutic benefit.

This service will provide both planned and crisis responses and where appropriate work with people already in receipt of a personal budget

During the period of reablement all universal services and equipment solution will be implemented and tested with regard to effectiveness

#### 6) Personal Budgets

Any person who has been supported through the customer journey, yet continues to have FACS eligible needs, will be provided with a Personal Budget.

The Personal Budget will be calculated on the basis that the person, through the customer journey, has been supported to be as independent as possible.

Any available informal support that a carer is willing and able to provide will be included in the budget calculation, and support arranged to meet any identified carers needs.

## 7) Completed Support Plan

A completed support plan will provide a holistic record of how a person is choosing to achieve their health and social care outcomes.

The plan will start with the person's individual skills and assets and will document the support they have received through the customer journey.

Providers selected by the person will contribute to the plan to articulate how they will support the person's outcomes.

The plan will detail how often it needs to be reviewed and what can be changed in the plan without contacting the Council.

Based upon the plan, the person will finally determine how their personal budget will be managed from a range of direct payments support options.

## 5. A Learning organisation

*Comments are welcomed in this section that identify approaches to how we will continually capture local people's views of our services through all interventions, and how do we then enable such views to influence future service development.*