

31st March 2014**Agenda Item: 5****REPORT OF THE SERVICE DIRECTOR FOR PROMOTING INDEPENDENCE
AND PUBLIC PROTECTION****THINK LOCAL, ACT PERSONAL: WHAT NEXT FOR PERSONALISATION****Purpose of the Report**

1. To update Committee on the achievements and successes of the Think Local, Act Personal (TLAP) programme of work in Adult Social Care and Health for the period 2012-14 following on from the last update to Committee on 11 June 2012.

Information and Advice**Background to TLAP**

2. The Council has made a significant long term investment in personal budgets, along with increasing the take up of direct payments. The Council's commitment to personalisation and facilitating the appropriate use of direct payments extends beyond 2014 as it continues the implementation, development and processing of direct payments in line with the national TLAP agenda and its 'Making it Real' Action Plan priorities. As part of the Making it Real agenda the Council has made a public commitment that 'supports people to continue to live as independently as possible within their community, through providing social care advice, guidance, information and services for adults and their carers in Nottinghamshire'. The Care Bill extends current responsibilities and provides a statutory framework for personal budgets.

Continued national and regional engagement

3. The Council has engaged at a national and regional level to ensure that Nottinghamshire continues to be recognised as a leader in personalisation and transformation of adult services. The Council continues to pioneer innovative and developmental work with national TLAP, In Control and Department of Health, an example being the trailblazer project to trial direct payments in residential care. The Council is working in partnership with Community Catalysts to develop the market through growing micro-providers and are capitalising on community assets through work with the Alzheimer's Society to improve the uptake and experience of personal budgets for older people with dementia.
4. A number of local authorities, including Norfolk, Perth, Birmingham and Derbyshire have met with Council managers and staff to learn about the Council's achievements in implementing personalisation. Service Director, Paul McKay was asked to address the Senior Management Team in Birmingham about the learning and how personalisation has been implemented. David Pearson, in his capacity as Vice President of the Association of Directors of Adult

Social Services (ADASS), has written a blog on personalisation for the national TLAP website, using good practice examples from Nottinghamshire.

5. The Council has continued to make significant progress against the **5 TLAP key priorities**, in summary;

Ref	Priority	Headline Achievements
a.	transformation has been developed in partnership with service users, carers and citizens	<ul style="list-style-type: none"> • Making it Real- action plan engagement and consultation with service users • Development of User Led Organisation (ULO) and their involvement in active projects (support planning test, mystery shopping exercise with the Customer Service Centre (CSC) • Alzheimer's Society project – engagement / consultation with local user and carer groups • Consultation workshops with providers, service users and personal assistants on the re-provision of Direct Payment Support Services • Ongoing engagement with various carers groups (Carers Federation, Partnership Carers) • Disability and Information Action Group – engagement and consultation
b.	all those eligible for social care support will receive a personal budget	<ul style="list-style-type: none"> • 92% of people in receipt of personal budget in the community • 91% of older adults and 88% of younger adults now receive a personal budget in long term care • Progressing an integrated model of personal health budgets and direct payments in Bassetlaw • 42% of people in receipt of a direct payment • Increased use of pre-payment cards (214) • Trailblazer status as part of national test of direct payments for people in residential care
c.	cost effective preventative interventions are in place	<ul style="list-style-type: none"> • Telecare services supporting people to live at home • Reablement services reducing ongoing need for services • Information and advice made available to people on preventative services • Developing preventative strategy in partnership with district councils • Handy Persons Scheme, First Contact, Community Outreach Advisors
d.	all citizens have access to information and advice	<ul style="list-style-type: none"> • People have access to advice and information that is both proportionate and appropriate to their needs • Customer Services Centre – 70% of social care queries are resolved at this point • Choose My Support services directory • Adult Social Care and Health partnership with Paying for Care to provide financial advice • Community outreach advisors (face to face contact) • Access to advocacy
e.	there is broadening of	<ul style="list-style-type: none"> • Success in micro-provider project

Ref	Priority	Headline Achievements
	choice and improvement in quality of care and support services.	<ul style="list-style-type: none"> • Alzheimer's Society project • Home Based Services re-provision drives improvements in quality and control by introducing support planning • Direct payments in residential care project • Personal health budgets • Choose My Support provides access to a broader range of services

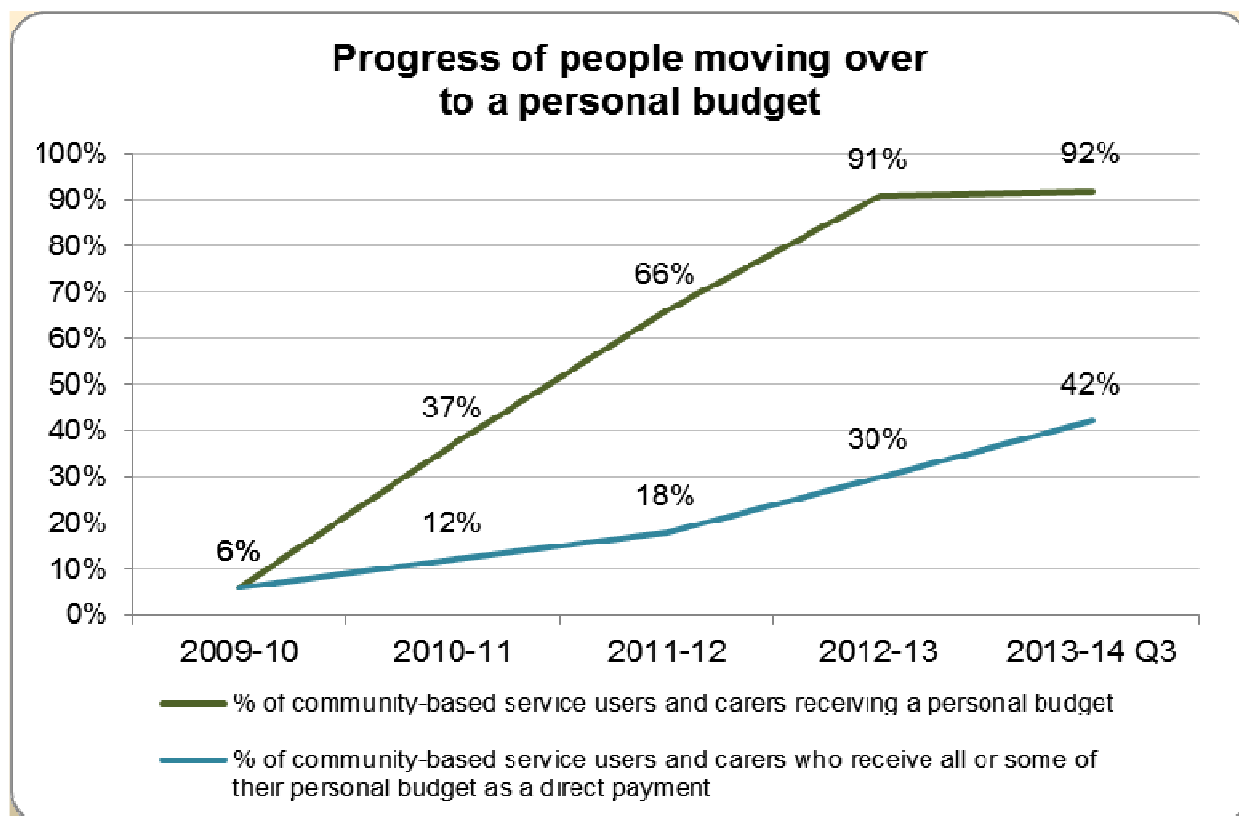
Progress against TLAP work streams;

1. Personal Budgets

6. **Personal budgets and direct payments:** since October 2010, the Council has made excellent progress with 100% of all eligible service users in the community now receiving a personal budget, against a national target of 70%, and significant growth in direct payments with 42% of people choosing to take a direct payment. Benchmarking against the national indicator Nottinghamshire ranked second out of all local authorities for personal budgets and ninth out of all local authorities for direct payments (*interim results for 2012/13 – published by the Department of Health (DoH), November 2013*).

Diagram 1: Percentage increase in personal budgets and direct payments 2009 – 2014

Year	% of community-based service users and carers receiving any type of PB	% of community-based service users and carers receiving a DP
2009-10	6%	6%
2010-11	37%	12%
2011-12	66%	18%
2012-13	91%	30%
2013-14 Q3	92%	42%



7. This has been achieved by having a clear strategic position to transform adult services in Nottinghamshire through implementing a programme of personalisation. The primary objective of this programme was to implement personal budgets and increase take up of direct payments. This strategy was supported by setting ambitious performance targets and investing in a direct payment support infrastructure; with Adult Care Financial Services financial management resources, Direct Payment Support Services, process and systems redesign and staff guidance and training
8. The Council is committed to people having a choice about how they take their personal budget. This may be through a budget managed by the Council or in the form of a direct payment;

Case study for older adult: *This is the view of a family member whose aunt has dementia and receives a personal budget via a direct payment;*

"Can I just say that the help our aunt is receiving from the Personal Assistant (PA) is of great benefit to her. The direct payment system seems to be working for us"

"My aunt now has structure to her day, the PA ensures that our aunt takes her medication and supplies her with hot meals. The PA has gained my aunt's confidence and is able to assist with some personal care, which we weren't sure she would accept initially. It takes some pressure off us, as both myself and my brothers work and have families, so it's difficult for us to be there as often as my aunt needs. However, it is comforting to know that someone we can trust is helping our aunt and is able to liaise with us and alert us to any concerns".

Case study for younger adult: Miss R is 24 years old with a physical disability and a wheelchair user. Miss R lives with her mother in Nottinghamshire, but she wanted to attend a University to complete a degree. When living with her mother during the holidays, she doesn't require any paid support, as her mother meets all her needs.

Following her assessment, she was able to identify very clear outcomes in her support plan: to feel safe, to get up and ready for her day at University, to be comfortable during the day and night, to have a clean and tidy home and to be able to enjoy a meal. It is essential to Miss R that she is able to have flexibility in how and when her outcomes are met. She needs to be able to call on support as required, but have time to herself and an element of freedom and independence. Miss R has chosen to have her personal budget as a direct payment. Miss R has been very happy with the support she has been able to purchase with her direct payment. It has given her the choice and control she needs to live her life independently and enjoy her life at University. She is now in her final year.

9. In addition the Council has successfully moved 92% of service users in long term care onto a personal budget.
10. Locally the last reported data on outcomes indicated that 95.8% of service users, at review, felt that the support that had been provided had either fully met or partly met their most important outcome(s), (October 2012).
11. **Pre-payment cards (PPCs):** the increased use and promotion of PPCs has contributed to the successful growth of direct payments in Nottinghamshire, as a means to making direct payments more accessible and appealing to those service users that do not have or do not wish to have a separate bank account for their direct payment. Since their introduction in 2011 the Council now has 214 PPCs in use.
12. **Improved processes & systems:** improvements have been made to care management processes and systems to engender a more personalised approach to personal budgets, as reflected in the policy and staff guidance.

What next:

Strategic developments; continue to build on successes to deliver choice and control, within financial parameters and where possible reduce processes and tools, minimise financial risk through an accurate assessment of eligible need and budget allocation; and have an eye to future changes required (referencing the Lean Plus review, recommendations expected in March 2014 and the fundamental changes required for the Care Bill that takes effect in 2015)

Operational direct payments support includes;

- improve processing, management and administration of direct payments, including financial monitoring and auditing.
- change and improve the model of direct payments support to ensure proportionate and appropriate support is offered to direct payment recipients at the time they need it

Operational work on personal budgets and direct payments will be transferred to Quality and Market Management and strategic work will be incorporated into the Care Bill programme of work.

13. **Personal health budgets (PHBs):** A PHB is an amount of money to support a person's identified health & wellbeing needs; it is agreed between the person and health. PHBs will support people with long term conditions to have a greater choice and control over their health care. The Council has agreed to host the delivery of PHBs and direct payments on behalf of Bassetlaw Clinical Commissioning Group (BCCG), on a trial basis, from April 2014. BCCG has agreed to fund resources within the Council to develop, implement and review an integrated model of PHBs for health and social care. This is aligned with the national TLAP agenda to work with health partners to achieve integration on personal health budgets;

"Integrating personal budgets across health and social care should mean that people have control over all the support they need to live their lives and are able to make the choices that are right for them. It also presents an opportunity for health and social care to come together around what works for the individual so that the whole system is geared towards putting people at the centre of decision making. This is an opportunity we cannot afford to miss and TLAP is delighted to be taking this work forward."

TLAP Director, Sam Bennett

What next: from 1 April 2014 the Council will host the delivery of PHBs on behalf of BCCG as part of a trial arrangement utilising existing social care processes and systems (incorporating in the necessary health elements). Work will also be undertaken to look at the feasibility of establishing a pooled budget for April 2015 when PHBs are extending beyond continuing health care to long term conditions.

In addition, a corresponding project will be undertaken with lead officers in County CCGs to progress an integrated model across the County.

The direct payments administration function will be located with Adult Care Financial Services. Strategic work on PHBs will be undertaken by the Strategic Commissioning Team and also incorporated into the Care Bill programme of work.

14. **Direct Payments in Residential Care 'Trailblazer' project:** the Council's main objectives of the trailblazer are to test whether a service user is able to gain more choice and control over their care and whether they achieve more personalised outcomes when opting for a direct payment. Nottinghamshire County Council is one of 18 local authorities taking part in a two year Department of Health (DoH) trailblazer programme which began in April 2013 and will end in March 2015.
15. In Nottinghamshire the project is focusing on older people in residential/nursing care. The Council is working in partnership with five/six providers with the aim of having up to 25 older people trialling direct payments. The direct payment will be applicable both to existing residential care users and to service users moving into residential care. Although the focus is on older people in Nottinghamshire, the national programme will cover all service user groups.
16. Nationally the Council is leading the way and having set up the supporting processes and infrastructure, successfully engaged with care home providers and already engaging service

users in discussions about the option to take a direct payment in residential care and what this means for them.

What next: this project will continue to deliver the DoH objectives to trial direct payments in a residential care setting. The project will be externally evaluated and best practice gathered to inform roll-out of the policy nationally in April 2016.

The project will continue within the Care Bill programme of work.

2. Capacity Building and Support Services

17. **Support with Confidence (SWC):** SWC is a register of approved personal assistants for individuals who would like to directly employ someone to provide their support. The development of the SWC accreditation scheme for personal assistants has continued and the scheme now has 52 personal assistants registered. The register was recently migrated into the Council's Choose My Support (CMS) directory of services. This is in line with the Advice and Information Strategy to improve ease of access to information about service providers by having information about available services in one place.

What next: SWC will continue to be developed within Choose My Support in line with the departments Information and Advice Strategy. To improve availability of PAs, supporting direct payment recipients as employers and to manage the PA market.

The management of the scheme will transfer to Strategic Commissioning as part of their wider CMS offering.

18. **Micro-providers:** The Council have worked in partnership with Community Catalysts to establish micro-enterprises to provide local niche services. This project has been hugely successful and over the past three years, has received over 271 enquiries from potential micro-enterprises and supported 67 micro providers to establish. Nottinghamshire now has new local providers offering over 15 different types of services and providing personalised support to over 600 people to enable them to live independent lives. The key outcome is that people now have a wider range of more flexible options to choose from when planning their support. There has also been a positive impact for the local economy, through job creation and volunteering opportunities.

'Only one of the 57 micro-providers Rebecca supports has a contract with the council. Somehow this seems to be much less of an issue than it once was. It appears that people are taking their personal budgets, DPs or own funds and voting with their feet, using micro-services because they are delivered locally and in ways that work for them personally. The result is that the 'marketplace' is developing in ways we could never have imagined 3 years ago. People are beginning to have a real choice of a diverse range of services, supports and community based stuff to help them live their lives...and hooray for that!' **Angela Cately**
Community Catalysts 28/08/13

19. One of the Nottinghamshire micro providers 'Pulp Friction', a Smoothie Bar social enterprise which employs and supports young people with learning disabilities to run pedal-powered smoothie bars, gained national attention recently when it featured on both BBC's East Midlands Today and BBC Radio 4 'Woman's Hour'

In addition Community Catalysts won a European Union 'Innovation' award in 2013 for their work in creating employment opportunities through the micro-enterprises model.

What next: the micro-provider co-ordinator has been working closely with the joint commissioning team to ensure the continuation of the project legacy work, this includes;

- expand on the information that is currently on the Council's micro-provider webpage
- local micro-provision web portal (share and exchange information)
- establish a micro-provider champion within the Council
- develop fee resources to micro-providers (access to training materials & reports)
- develop chargeable resources to micro-providers (mentoring, advice & information line, model policies and procedures for delivering quality services)

This work will continue within the Strategic Commissioning programme of work.

3. Information and advice

20. **Information and advice:** The Council has delivered on the 'Access to Good Information' project initiatives to develop an Advice, Information and Advocacy Strategy (draft) and implement the Choose My Support (CMS) directory of services, review of the Council's approach to how it offers information to the public through the website and has developed an effective access point via the Customer Services Centre.

What next: Implement the Information, Advice and Advocacy Strategy and action plan to ensure that the Council acts as a central source of well managed and up-to-date information and advice about not only adult social care, but wider services that support people's health and wellbeing, delivering this in the most appropriate way and time. This includes the development of a single information and directory search site that builds on existing work with Choose My Support. This will be for use by all citizens of Nottinghamshire and staff in any agency who may support people requiring additional help to access the support they need. Future work will incorporate the new self funder and information requirements of the Care Bill.

This work will continue within the Strategic Commissioning programme of work.

4. Co-production

21. **User Led Organisation (ULO):** over the last three years the Council has worked with Disability Nottinghamshire (DN) to develop a self-sustaining ULO to provide independent information and advice to people in Nottinghamshire. DN have been engaged at a strategic

level of the Council as members of the TLAP Project Board and as part of the TLAP programme of work – contributed to the work on developing the Support Planning Toolkit, the self-support planning test and undertaking a mystery shopping exercise with the Customer Service Centre. See Appendix A for the ULO final report on progress against ULO targets.

What next: to maintain a positive level of engagement with the ULO to ensure that the Council capitalise on the community assets available to it and to support the ongoing work of the ULO to offer independent information and advice.

This work will continue within the Strategic Commissioning programme of work.

22. **Support planning and brokerage:** working with the ULO the Council developed a Support Planning Toolkit to test out with a small number of volunteer staff and service users. This is part of the 'empower & enable' approach to support planning whereby service users are supported to be more involved in completing their own support plans, either by themselves or with support from friends, family or peers. The test finished and a review of the findings is being compiled and reported to the Senior Leadership Team with proposals on how this model can be used going forward.

It is the intention that new contracted home based services providers will complete the support plan with service users rather than assessment workers. A new workflow is being developed to facilitate this alongside a web portal to support information sharing between the Council and the new contracted providers.

What next: the customer journey work will be part of the wider Care Bill programme of work. The work on outcome focused support planning with Home care providers will be developed through a joint strategic partnership board with the Council, CCGs and new providers. The Quality and Market Management team will work closely with the new providers to deliver the new model. They will also monitor the quality of services in liaison with a service user and carer group who have been involved in the selection of the new providers.

23. **Alzheimer's Society Project:** The Council is working in partnership with the national Alzheimer's Society to look at how it can promote choice and control with people experiencing dementia and their carers.

What was done: A specific initiative is being undertaken in partnership with the Alzheimer's Society in order to improve the uptake and experience of personal budgets for older people with dementia. The Council is funding a project worker from the Alzheimer's Society for one year ending in May 2014. The project worker is co-located within the Council and the Alzheimer's Society local office and is working to implement a jointly agreed project plan, the main areas of which are:

- *Information, advice and guidance* - Working with people with dementia and their carers to develop more accessible information to help them make informed choices about personal budgets, including direct payments.

- *Awareness raising* - Working with staff personalisation champions to promote direct payments (and mixed budgets) for people with dementia; identifying and publicising good practice case studies; and providing information, training and resources to practitioners, managers and providers.
- *Systems and processes* - Working with the Council's performance and social care teams to ensure data on personal budgets for people with dementia is accurately recorded, with the first task to establish a baseline and agree a working definition which can be consistently applied.

Why it was done: it was recognised that improvements were required along a range of fronts in order to improve delivery of personal budgets for older people with dementia. Alongside better information and support, it has been considered vital to raise the awareness and expectations of what is possible with front-line staff, their managers and with older people with dementia and their carers themselves.

Outcome: progress has been made in all of the areas described above. Senior leadership for the project has been secured, a stakeholder event held, and workshops with staff to identify issues and challenges. More recent progress has included meeting with groups of people with dementia and carers at dementia cafes to establish information needs about personal budgets and direct payments including what good information would look like. The Project Manager has also met with social care staff who are regularly and successfully putting direct payments in place with people with dementia to capture 'what works well' so that successful approaches can be shared.

What next:

Performance

- improve recording of people with dementia in Frameworki (currently under-reporting)
- volunteers to work with the Council and its performance team to undertake a POET survey

Information

- Map information needs along dementia pathway
- Involve key stakeholders (CCGs/ Voluntary Sector/ Carers Groups/ the Council)
- Identify key points in pathway where access to information about services and support can be improved
- Develop simple introductory leaflet about personal budgets and direct payments for older people and people with dementia

Culture change

- Lead role to promote direct payments and to support staff developing direct payments for people with dementia, using case studies to highlight benefits of direct payments
- Peer network developed so staff can support each other and share experiences and good practice
- Agree process for sharing report locally, regionally and nationally

Learning from this project has been shared with the Integrated Commissioning partnerships to embed in the commissioning of services, including information and advice, for people with dementia. This work will also continue within the Care Bill programme of work.

Moving forward – A strategy for personalisation

24. The Council remains committed to the development of personalisation and the challenge for the next year is to secure a sustainable system that is prepared for the implementation of the home based services re-tender, is responsive to the outcomes of Lean Plus and meets the future requirements of the Care Bill.
25. The Council is committed to encouraging and developing a diverse market place that is cost effective for people who choose to take a direct payment or for people who self-fund (but may require social care funding at a later date). The Council also needs to support community resources and promote use of those resources instead of paid support.
26. It is important that the Council monitors the implementation of personalisation to ensure it meets the objectives set out and meets any performance targets set. The Council has established itself as a lead in the implementation of personal budgets and direct payments however the East Midlands Peer Challenge (April 2013) identified a number of areas for improvement to personalisation including;
 - greater emphasis on more creative and innovative approaches to self-directed support
 - consider personalisation processes and procedures to achieve better outcomes and reduce costs
 - clear approach to assessing impact of personalisation for service users
 - clarification of future funding and offer to service users in light of budget reductions

These will be addressed through delivery of the Peer Challenge Action Plan.

27. From April 2015, the Care Bill places new duties and responsibilities on local authorities as well as extending existing responsibilities. The Bill represents opportunities for significant improvement and change in adult social care. It will transform the way the current adult social care system operates and will require the Council to change processes, systems, practice and culture. Personalisation and the TLAP legacy will be at the heart of the Care Bill as outlined below;

Our priority is making the care bill real and personalisation is a key part of this. Right at the highest levels within the department, at ministerial level, we are looking to drive forward personalisation, and Norman Lamb himself chaired a summit on personalisation recently to refocus our efforts towards this goal. We covered two specific, important areas in particular, personal budgets and commissioning of market development.

Glen Mason, Director of People, Communities and Local Government, Department of Health, 31/10/2013

28. In addition further TLAP work will be embedded throughout adult services, including Strategic Commissioning and Quality and Market Management.

Reason/s for Recommendation/s

29. To ensure that there is ongoing Member support for the requirement to continue to embed personalisation into the Council and has an understanding as to where this work sits in the new Adult Social Care organisational structure and programme of work.

Statutory and Policy Implications

30. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Implications for Service Users

31. Ongoing TLAP work has considerable implications for service users and carers and will be addressed as part of the wider Care Bill and Strategic Commissioning programmes of work.

Financial Implications

32. As part of embedding personalisation it has been possible for TLAP work to transition into mainstream areas of Adult Social Care, primarily Strategic Commissioning, within existing resources. The Care Bill, however, is creating further work that will impact on how a personalised social care system will look in the future and which will require additional resources. This will be subject to a future Committee Report.

Equalities Implications

33. Equalities implications for ongoing TLAP work will be considered as part of the wider Care Bill and Strategic Commissioning programmes of work. The work will impact on all groups across Nottinghamshire's communities. As and when these programmes of work are approved then consideration will be given to the requirements for Equality Impact Assessments to inform the changes that will be required to local policies and procedures.

Human Resources Implications

34. See Financial Implications section.

RECOMMENDATION/S

It is recommended that the Adult Social Care and Health Committee:

- 1) Notes the achievements of Think Local, Act Personal to date.

PAUL MCKAY

Service Director for Access and Public Protection

For any enquiries about this report please contact:

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Constitutional Comments

35. As this report is for noting only, no constitutional comments are required.

Financial Comments (KAS 05/03/14)

36. The financial implications are contained within paragraph 32 of the report.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972

None

Electoral Division(s) and Member(s) Affected

All

ASCH203