

AGENDA MANAGEMENT SHEET

Name of Committee	Adult Social Care and Health Overview and Scrutiny Committee
Date of Committee	13th April 2011
Report Title	Personalisation – A progress update
Summary	<p>April 2011 sees the end of the first phase of transforming Adult Social Care, (spanning the three year period 2008-2011).</p> <p>The report provides information about the progress made towards delivery of personalised Adult Social Care services in Warwickshire.</p>
For further information please contact:	<p>Gill Fletcher Head of Transformation programme office Tel: 01926 743257</p>
Would the recommended decision be contrary to the Budget and Policy Framework?	No.
Background papers	<p>Department of Health: Putting People First Concordat: A shared vision and commitment to the transformation of Adult Social Care (2007).</p> <p>Local Authority Circular: Transforming Adult Social Care (2008)</p> <p>Creating a Vision and Turning Vision into Action: Adult, Health and Community Services (Nov 2007)</p> <p>Adult, Health and Community Services: Local Commissioning Divisional Business Plan 2008/9 (March 2008)</p> <p>Cabinet Report: Personalisation and Introduction of Personal Budgets (Oct 2008)</p> <p>Members' seminar: Personalisation and Introduction of Individual Budgets (now termed Personal Budgets). (Oct 2008).</p> <p>Adult, Health and Community Services: Local Commissioning Divisional Business Plan 2009/2012 (March 2009)</p>

Cabinet Report: Refreshed Joint Commissioning Strategy for Older People Services 2009-11 (10 Sept 2009)

Cabinet Report: Final Joint Commissioning Strategy for services for People with a Physical Disability and or Sensory Impairment 2009-2014 (10 Sept 2009)

Public Service Board: Report of the Task Force on Putting People First in Warwickshire (November 2009).

Cabinet Report: Introducing a Reablement Service and Transforming Internal Home Care (26 Nov 2009)

Adult Social Care Transformation Programme Definition (August 2010)

CONSULTATION ALREADY UNDERTAKEN:-

Details to be specified

- | | | |
|--------------------------|-------------------------------------|---|
| Other Committees | <input type="checkbox"/> | |
| Local Member(s) | <input checked="" type="checkbox"/> | Not Applicable |
| Other Elected Members | <input checked="" type="checkbox"/> | Councillor L Caborn, Councillor D Shilton, Councillor S Tooth, Councillor C Watson, Councillor C Rolfe, Councillor R Dodd |
| Cabinet Member | <input checked="" type="checkbox"/> | Councillor I Seccombe |
| Chief Executive | <input type="checkbox"/> | |
| Legal | <input checked="" type="checkbox"/> | Alison Hallworth, Adult and Community Services Team Leader |
| Finance | <input checked="" type="checkbox"/> | Chris Norton, Strategic Finance Manager |
| Other Chief Officers | <input type="checkbox"/> | |
| District Councils | <input type="checkbox"/> | |
| Health Authority | <input type="checkbox"/> | |
| Police | <input type="checkbox"/> | |
| Other Bodies/Individuals | <input checked="" type="checkbox"/> | Michelle McHugh, Overview and Scrutiny Manager |

FINAL DECISION NO

SUGGESTED NEXT STEPS:

Details to be specified

- Further consideration by this Committee After 12 months – April 2012
- To Council
- To Cabinet
- To an O & S Committee
- To an Area Committee
- Further Consultation

Adult Social Care and Health Overview and Scrutiny Committee – 13th April 2011

Personalisation: A progress update

Recommendations

It is recommended that the Adult Social Care and Health Overview and Scrutiny committee:

1. Acknowledge the progress made to deliver personalised services across Adult Social Care, to meet the requirements of the national Putting People First Milestones.
2. Support proposals for next steps, which include:
 - Further embedding the cultural change necessary to fully deliver personalisation as '*the way we do things around here,*' into front line practice, our work with partners and our responsibilities as strategic commissioners.
 - Extending customer engagement in development initiatives.
 - Further developing processes, systems and tools in line with recommendations from separate evaluation mechanisms recently commissioned by the directorate:
 - an internal evaluation by staff;
 - an internal audit;
 - early feedback from the national survey of people who have a personal budget, (for which Warwickshire is one of the ten demonstrator sites).

1. Background

- 1.1 The journey towards Personalisation was primarily outlined within the White Paper: "Our Health; Our Care; Our Say" (Jan 2006) and statements in the 2007 national budget report and Comprehensive Spending Review. "The Darzi review of the NHS" (May 2008) follows through with some of these principles into the Health sector.
- 1.2 "Putting People First (PPF concordat): A shared vision and commitment to the transformation of Adult Social Care", was launched in 2007 as the key national programme to improve people's experience of adult social care. The PPF concordat was supported and signed by a large number of organisations, across government and the professional and voluntary sectors and it was developed together with people using services.
- 1.3 The rationale behind the PPF shared vision for transformation was two-fold. Firstly, a recognition that the current approach to delivering social care support and services would not be financially sustainable in the future. (Nationally, we have an ageing population and increasing numbers of people experiencing some form of learning, physical or mental difficulty. In Warwickshire, the rate at which the population is ageing is slightly higher than the national average). Secondly, PPF focuses implicitly on the importance of the individual. It recognises the responsibilities Adult Social Care directorates

have with partners to create the environment for how people could live and support their own care needs in the future and how our responses need to be geared in a personal way to meet the expectations and aspirations of future customers.

1.4 This change has been viewed as a much bigger change than the Community Care reforms of the mid 1990's, pioneering a change in societal and professional approaches to care and support for people over the next twenty to thirty years.

1.5

The four key components

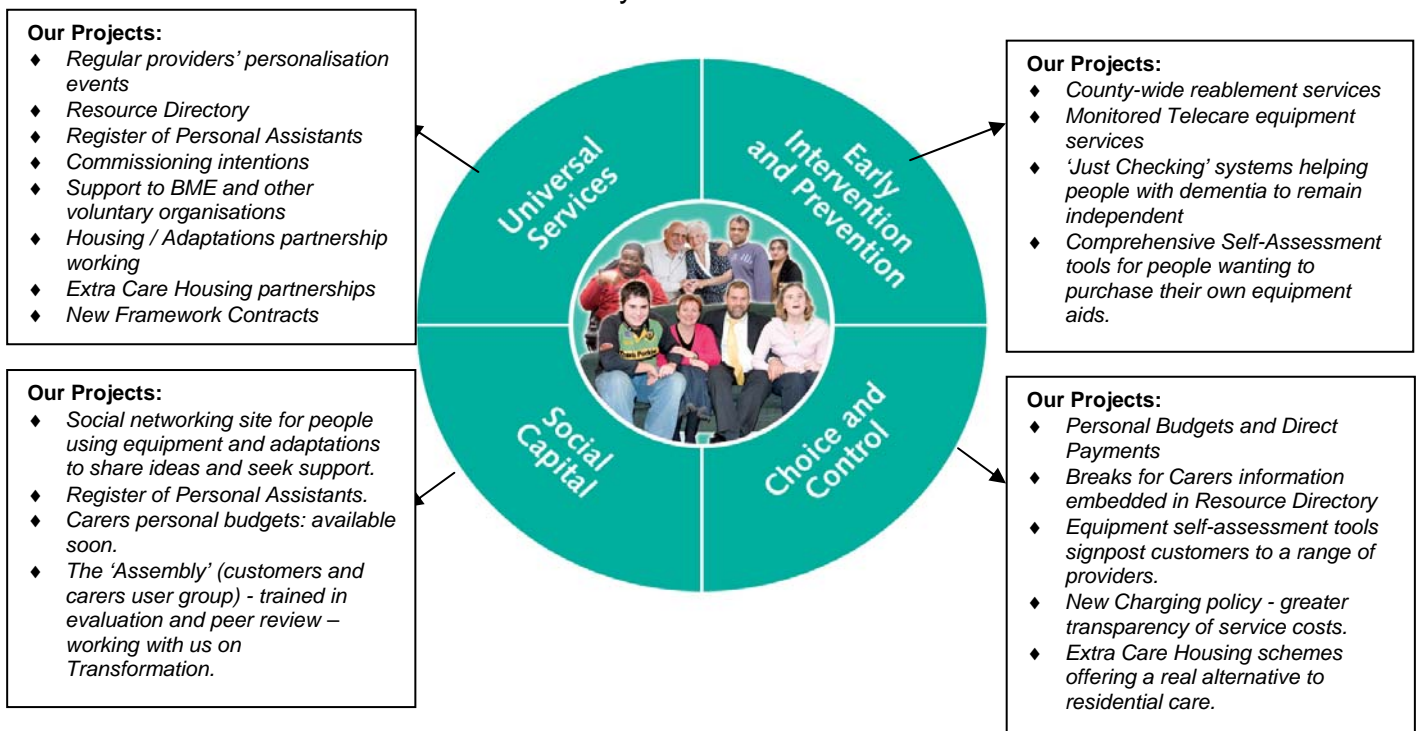
The Putting People First initiative contained four key components:

Universal services: ensuring that anyone requires care and support can find the services they need in their community.

Early intervention and preventative services: preventing people from requiring social care support in the first instance and helping people to maintain their own health and well being for longer.

Choice and control: giving people as much control as they want over decisions which affect their care.

Building social capital: recognising that individuals can receive care and support from their friends, families, neighbours and community groups. Supporting the development of regular, informal networks for the delivery of social care support from within the community rather than outside of the community.



PPF proposed that all local authorities move to a system of Personal Budgets for anyone who is eligible for support. Through this system, PPF aimed to help individuals create bespoke care services, enabling them to receive the right care and support at the right time. It also sought to reduce the pressure

on local authorities by investing money in prevention, rather than offering care when people's needs are highest.

Delivered by partners across the sector, PPF was and still is a unique programme, whose ultimate goal is the transformation of adult social care. It requires and enables close collaboration between the professional leadership, providers, regulators and importantly, service users themselves.

1.6

Funding

Delivery of the PPF vision was backed by government grant funding via the Social Care Reform Grant. Annual revenue payments and a small amount of capital were made to councils over a three period. This funding was made available to cover some of the costs of change and any double running expenses as old style services were decommissioned and new style services developed. Warwickshire has received £759,000 in 2008/9, £1,792,000 in 2009/10 and £2,228,000 in 2010/11 in revenue grant payments and £282,000 capital monies in 2010/11 specifically to support the delivery of personal budgets and transformation of Adult Social Care.

1.7

Future expectations – the transformation of Adult Social Care continues

The PPF vision has continued to be a focus of the new government and the key themes have been carried through into the Vision for Adult Social Care: Capable Communities and Active Citizens and the accompanying framework: 'Transparency in Outcomes', (November 2010).

The 2010 Vision sets the context for the future development of social care services. It is the first step and is to be followed by the Law Commission's work on reforming the legal framework and the Commission on Funding of Care and Support, towards the White Paper on Care and Support, expected at the end of 2011. This will set out plans to establish a modern and financially sustainable framework for care and support, include requirements for new legislation and will no doubt build upon changes already in stream for the NHS.

With the completion of the first phase of transformation in April 2011, plans for service reform have been further outlined in an updated version of the PPF concordat: "Think Local, Act Personal" (November 2010). Led by the Association of Directors of Adult Social Services and the Local Government Group on behalf of 21 health and social care organisations, it describes the next steps for councils to further personalise services. The work of this new cross-sector partnership will keep the key objectives from the previous PPF programme going forward.

1.8

Scope of report

This report details the approach taken and progress made towards delivery of the Putting People First Vision in Warwickshire and describes how progress has been evaluated.

The recommendations outline proposals for continuing to embed and improve Warwickshire's approach to personalisation within the wider programme of transformation for Adult Social Care.

2. Nationally agreed priorities and the Putting People First Milestones

2.1 In October 2009, the Department of Health agreed with the Association of Directors of Adult Social Services and the Local Government Association the five key priorities for councils during this first phase of transformation, (up to April 2011). The priorities were:

- That the transformation of adult social care has been developed in partnership with existing service users, (both public and private), their carers and other citizens who are interested in these services.
- That a process is in place to ensure that all those eligible for council funded adult social care support will receive a personal budget via a suitable assessment process.
- That partners are investing in cost effective preventative interventions, which reduce the demand for social care and health services.
- That citizens have access to information and advice regarding how to identify and access options available in their communities to meet their care and support needs.
- That service users are experiencing a broadening of choice and improvement in quality of care and support service supply, built upon involvement of key stakeholders, (Councils, Primary Care Trusts, service users, providers, 3rd sector organisations etc), that can meet the aspirations of all local people, (whether council or self-funded) wanting to procure social care services.

The Putting People First milestones are the national measures to evidence councils' progress towards delivery of the priorities.

A key challenge for councils across the country has been the launch of the milestones, detailing how the performance of authorities would be measured, came nearly two years after the publication of the PPF concordat. Officers at Warwickshire have made best efforts to ensure any early intelligence about these measures was used to inform local delivery plans.

A description of the Putting People First Milestones is available at App A.

3. Warwickshire's approach to delivery

3.1 Learning lessons from the past

The Adult Social Care directorate has a good history of strategy development through the Joint Strategic Needs Assessments (JSNA) and Commissioning strategies. However, an area previously identified for improvement has been the need for a stronger focus on delivery.

The approach taken for Personalisation at Warwickshire was to build in that strong focus on delivery. With the national vision already published in the PPF Concordat (2007), the strategic direction was clear. The work required was to raise awareness, engage stakeholders and put in place delivery plans to achieve the transformation required.

3.2 Warwickshire's Putting People First Task Force

3.2.1 Warwickshire's Task Force on Putting People First was set up by Jim Graham, Chief Executive and Dr. Graham Betts, (then Strategic Director of Adult Social Care) in 2008 and was independently chaired by Dame Yve Buckland. The Cabinet requested that the Task force report back to the Public Service Board with recommendations to ensure the ongoing delivery of transformed services across the public sector. The key themes that it requested the Task Force addressed were putting users and carers at the heart of transformed services, the development of preventative services and the development of effective partnership working. In recognition of the size of the target group for the Taskforce, the work was focussed on a number of key areas that included:

- Ensuring "Putting People First in Warwickshire" was promoted effectively, including a conference to launch the initiative.
- Ensuring partner agencies were fully aware of the requirements of the concordat and engaged in delivery.
- Ensure personalisation is implemented in Health Services and Adult Social Care and progress is delivered on introducing Personal Budgets

3.2.2 Membership of the Task Force was drawn from across the Health, Housing and Social Care sectors and included senior representatives from the County Council, the district and borough councils, Warwickshire Primary Care Trust (now NHS Warwickshire), Warwickshire's User Forum and Private and Voluntary organisations.

3.2.3 The Task Force completed its work and reported outcomes to the Public Service Board in November 2009. It's achievements included:

- A county-wide Launch conference and series of district and borough based mini conferences for users and carers, frontline staff and managers from the councils, partner agencies and the independent sector.
- A DVD utilising interviews and highlights from the conferences and feedback from those attending the conference, (used to shape the programme).
- A workshop – "Creating the Will for Change".
- Partner's self-assessment of where their organisations were at and the level of priority given to Putting People First.
- A series of recommendations going forward.

3.3 Adult Social Care Transformation programme

Alongside and complementary to the work of the Task Force, the Adult Social Care Directorate has increasingly taken a programme management approach to the delivery of personalisation and transformed adult social care services. The directorate-wide programme was set up in April 2010 and prior to this the Local Commissioning division has operated a programme approach since January 2008.

Engagement with customers and partners has been a strong aspiration within delivery plans.

4. Assessment of our performance against the Putting People First Milestones

4.1 At this point, it is worth noting some differences between the PPF milestones and the key aims of the Adult Social Care Transformation programme (August 2010).

- The most notable difference is the PPF milestones are not wholly focused on the delivery of financial savings, with this actively measured in the PPF Prevention milestone only, (Milestone 3).
- The Adult Social Care transformation programme has the delivery of savings as a fundamental outcome across all projects.

4.1.1 Since publication of the PPF concordat in 2007 and with the change of national government, the imperative to deliver savings across the public sector has become the priority. For Adult Social Care, whilst already working on the delivery of transformed services to deliver a financially sustainable model of operation, delivery of personalisation is very much focused on *affordable choice* going forward and where people can afford to pay for, or make a contribution to the cost of their services, the council now expects this to happen. Previous levels of council subsidy for Adult Social Care services can no longer be afforded.

4.1.2 It is also worth noting that the PPF milestones were launched prior to the new government's consultation documents: "Equity and Excellence: Liberating the NHS", (July 2010) and the new "Vision for Adult Social Care: Capable communities and Active Citizens", (Nov. 2010). Additionally, a new sector-led improvement system of self regulation is currently being developed and the directorate are awaiting the new set of measures to build upon the PPF milestones and other national performance indicators.

4.1.3 A self-analysis exercise has been undertaken to gather evidence to demonstrate how the council has met the PPF milestones for April 2011.

Sections 4.2 to 4.6 provide a summary of this evidence and recommended next steps for the directorate to further improve against the milestone themes, beyond April 2011.

4.2 **Milestone 1 – DELIVERED**

Effective Partnerships with people using services, carers and other local citizens

April 2011 milestone - That every council area has at least one user-led organisation who are directly contributing to the transformation to personal budgets.

4.2.1 The evidence collected in the self-analysis exercise demonstrates that Warwickshire does have effective engagement with a number of user-driven organisations.

- 4.2.2 The 'Assembly', is in place, with a membership of customers and carers who have been formally and independently trained in evaluation and peer review. By April 2011, the group will be engaged in a number of transformation projects. In addition, Warwickshire has a number of other, long-standing user-engagement groups: Direct Payments Stakeholder group, Alcester Stakeholder Group; Older People's Partnership; Learning Disabilities Partnership who are actively engaged with the directorate regarding service delivery and service development.
- 4.2.3 Some examples of the evidence collected to demonstrate achievement of this milestone include:
- In 2008, customers participated in the design and testing of self-assessment questionnaires and support plans.
 - Carers played a lead role in the 'Breaks for Carers' demonstrator programme, resulting in their content and their designs being used for carers pages on the Warwickshire web and Adult Social Care Resource Directory.
 - Since 2008, customers have been engaged at all levels across Warwickshire on the development of Extra Care Housing.
 - A full public consultation exercise was carried out during Warwickshire's review of community care charges, including face to face meetings. The consultation was recently applauded by the social care's professional publication: 'Community Care' as a good example of consultation and resulted in changes being made to the original proposals.
 - Residents and their carers in WCC residential care homes were consulted on the closure of residential homes. An outcome of the consultation was to consider alternative procurement options for WCC residential homes which are now being market tested with the independent sector.
 - Co-Production workshops involved people who use services in a pilot activity lead by Martin Cattermole, national Programme Manager for the Putting People First programme, to explore different models of Support Planning for Self Directed Support in Learning Disabilities.

4.3 **Milestone 2 – DELIVERY expected**

Self Directed Support and personal budgets.

April 2011 milestone - That at least 30% of eligible service users/carers have a personal budget.

- 4.3.1 The directorate is on the cusp of fully delivering this milestone. Current performance predictions are in the high 20's percentage-wise and with all Older People and Physical Disability teams, (who support the majority of adult social care customers) having been providing personal budgets for at least six months, with some being 'live' for over twelve months, the directorate is confident this milestone will be achieved.
- 4.3.2 Some other examples of the evidence collected to demonstrate achievement of this milestone include:

- The introduction of the new charging policy means that Warwickshire's staff & citizens are able to understand the actual/full cost of social care services. This is enabling social care staff to be more upfront and transparent about costs, which helps citizens make better-informed choices about how they manage their own financial circumstances and how they spend their personal budget to meet their outcomes.
- Warwickshire currently has one Extra Care Housing (ECH) development open and one due to open in May 2011. ECH offers customers choice and control to remain living in a home of their own with dignity, promoting independence and well being. This starts to provide greater levels of choice and control in a residential setting. Customers who have personal budget are in more control of the care services they receive.

4.3.3 For the future, the directorate's evaluation mechanisms have produced findings to work with in order to further improve in this area.

- **Culture and Pace.** Warwickshire has developed and rolled out self directed support, however the pace of take-up is slower than expected and the cultural change is not fully embedded in practice. Whilst there are pockets of good practice, going forward, this needs to be turned into the norm for customers and carers. The Carers self directed support approach will be implemented in 2011.
- **Systems and Process.** Internal evaluation and corporate audit mechanisms have highlighted some weaknesses with Self Directed Support processes, systems and technology that are acting as barriers to the effective delivery of cultural change at pace. Additionally, data recording and definition issues have been identified that require attention.
- **Brokerage.** The PPF milestone also expects brokerage or peer support models to be in place. The models have the potential to facilitate access to more innovative and imaginative use of resources using Personal Budgets. This has been partly explored by the work undertaken in Learning Disabilities by Martin Cattermole and is also being addressed through better commissioning and use of tools like the care fund calculator that are proving very successful.
- **People with Learning disabilities** will be able to have personal budgets from April 2011 and people with mental health support needs from May 2011.

4.4 **Milestone 3 - DELIVERY expected**

Prevention and cost effective services

April 2011 milestone - That there is evidence that cashable savings have been released as a result of the preventative strategies and that overall social care has delivered a minimum of 3% cashable savings. There should also be evidence that joint planning has been able to apportion costs / benefits across the 'whole system'.

4.4.1 Evidence collected demonstrates:

- Warwickshire now operates a countywide reablement service for people who meet the council's eligibility criteria for adult social care.
- The reablement service focuses on promoting independence and slows down dependency by "assisting" people to do things for themselves.
- With reablement, customers are supported in their own home to rebuild their confidence and independent living skills that will enable them to live and enjoy a more independent life.
- A monitored Telecare service is in place that helps to prevent the escalation of dependency by the provision of environmental and health related sensors enabling a quick response to emergency situations as well as giving the customer psychological reassurance.
- Use of 'Just Checking' telecare systems has been extended, providing practitioners and families with a better understanding of the abilities of a person with dementia, ensuring that residential care is not progressed unnecessarily
- It has been evidenced within the CSED Financial Toolkit that cashable savings have been released as a result of using Telecare and Assistive Technology

4.4.2 There is evidence that significant cashable savings have been released as a result of the preventative services, primarily in reablement. Whilst these are still being calculated, from associated financial savings analysis, the directorate is confident of delivering the milestone. It is more difficult to measure that joint planning has been able to apportion costs / benefits across the 'whole system'. However, both reablement and telecare services help people to find ways of maintaining their independence, keeping them out of hospital as well as reducing or eliminating their social care needs.

4.4.3 For the future the council has delivery plans in place for the following areas:

- Benefits realisation mechanisms are to be extended to include partners to bring together the development and delivery of prevention initiatives and to measure and monitor savings and effectiveness across the whole system.
- Joined up reablement / intermediate care - plans to develop the future operating model are implemented.
- Targeted work to provide the systems and processes to support case finding / case coordination and complex / end of life care is underway.
- Expansion of both reablement and telecare services to support more people across Warwickshire.
- Quick wins are being explored to decommission low level services, ensure greater understanding of the triggers leading to more intensive support needs and expansion of the reablement service to support a greater number of customers. (*The Supporting Independence (prevention) strategy currently awaiting Cabinet approval will address these quick wins*).

4.5 **Milestone 4 – DELIVERED**

Information and Advice

April 2011 milestone - That the public are informed about where they can go to get the best information and advice about their care and support needs.

4.4.1 Evidence includes:

- Warwickshire adaptation and integrated community equipment services have comprehensive self assessment and information services; providing information for customers and carers on the web. Pod casts are available in different languages on 'Looking Local' as well as a social networking site for customers to offer support and advice to each other.
- The Adult Social Care resource directory (phase 1) will be in place during April 2011 and builds on the existing Up2Date Coventry and Warwickshire directory that delivers Children's statutory family information services. The revamped council website, due to go live imminently will improve access to this information.

4.4.2 For the future the council has delivery plans in place for the following areas:

- The councils 'One Front Door' will deliver an improved level of information and advice to customers, resolving queries at the first point of contact and signposting people to appropriate places, (usually outside of the council) for further assistance.
- More balance in delivery approach – other languages, other media and communication channels to be explored further.
- Efforts in the past to maintain information and ensure its accuracy and timeliness have not been wholly successful. This will be part of the longer term solution.
- As the council shifts to take up its strategic commissioning responsibilities, greater engagement with private, voluntary and independent / community based organisations will focus on facilitating the market place and connecting people with the right services at the right time.

4.6 **Milestone 5 - DELIVERED**

Local Commissioning

April 2011 milestone - That stakeholders are clear on the impact that purchasing by individuals, both publicly, (personal budgets) and privately funded, will have on the procurement of councils and PCTs in such a way that will guarantee the right kind of supply of services to meet local care and support needs.

4.6.1 Evidence includes:

- The work of Coventry and Warwickshire partnership for Care has been focused on raising levels of understanding about personalisation and personal budgets for providers since 2008. A series of events have

supported 600+ providers and partners to increase their knowledge in this area.

- WCC is currently working with BME voluntary and community organisations by supporting them to develop business plans and identify training needs and apply to different funding streams.
- Commissioning intentions for Adult Social Care will be published by the end of March.
- A regional and local register of Personal Assistants is operational; supporting customers to find support that can meet their needs.
- WCC is currently engaged in a market testing exercise with the independent sector to consider future procurement options for eight of the ten in-house residential care homes.
- WCC is working with the voluntary sector to explore the feasibility of a social enterprise for one local residential care home.
- WCC is working extensively with partners in the independent and voluntary sector to develop a number of ECH facilities across the county, contributing to building specifications and designing personalised models of care to be delivered.

4.6.2 For the future the council has delivery plans in place for the following areas:

- Providers are able to offer Individual Service Funds (a form of personal budgets that the provider helps manage for customers).
- Awareness levels of GPs, citizen led groups and other stakeholders are a priority to help their understanding of the impact and changes needed in their services.
- Voluntary and social enterprise groups have expressed concern about developing community based services in an environment where financial support from the council is diminishing. Plans include helping communities to take a sustainable business case approach to developing social enterprise services. This will be important to avoid the council unnecessarily having to step in to support failed initiatives.
- The strategic commissioning role of the council will develop further to support this area of personalisation.

5. Evaluation Mechanisms

5.1 At this time of transformational change, the Adult Social Care directorate has been keen to invite and learn from both internal and external evaluation.

In addition to the annual Care Quality Commission performance assessments (that ended in 2010), the directorate has initiated a series of evaluation exercises to inform the continued development and transformation of adult social care services. These evaluations are in addition to staff, stakeholder and customer consultation processes conducted for all significant changes to council policy or the way individual services are delivered.

5.2 In summary, the evaluations commissioned include:

- April 2009 - An evaluation of the Rugby Older People and Physical Disabilities demonstrator site for personal budgets.

- August 2010 – Internal Audit of Personalisation (due for completion in March 2011)
- August 2010 – Institute of Public Care critical friend review of the Adult Social Care Transformation Programme
- December 2010 – Staff evaluation of Self-Directed Support
- December 2010 – Internal Audit of Project Management in Adult Social Care (due for completion in March 2011)
- Demonstrator site for the national evaluation of People with Personal Budgets (Warwickshire is one of 10 participating counties across the country – due for completion in September 2011)

5.3 These evaluations have and are providing business critical feedback to further improve services. Whilst the detail of each and every evaluation is not explored in this report, some headlines from the evaluations include:

5.3.1 People in Warwickshire with personal budgets are telling us:

- Direct payments continue to be the most popular form of managing personal budgets.
- 81% of responders felt their views and opinions were fully included when setting up their care support plans.
- 48% of responders felt information, advice and support was straight forward and easy to access, however 11% felt it was either difficult or very difficult.
- 67% said their personal budget had made things better with respect to being treated with dignity, with only 39% feeling they were in control of how the personal budget was spent.

At this stage, with the national personal budgets evaluation not yet complete, these are early 'heads up' type indicators. By September we will have further qualitative and quantitative analysis and the ability to compare with other councils. Our Customer and Carer 'Assembly' will help us decide on priority areas for further work.

5.3.2 The internal personalisation audit recommends some key actions:

- The directorate firms up mechanisms to monitor progress against the Putting People First Milestones.
- Social Care managers assess the potential risk of any staff not having had safeguarding training and put steps in place to manage this gap prior to the staff member being trained.

The Audit also reported one area of best practice: the detailed training programme put in place to support the move to personal budgets, and the variety of learning aides issued to staff, along with the ad-hoc support provided by the Development Officer. Audit colleagues found this demonstrated commitment to implement the first phase of Personal Budgets into teams who support older people and people with physical disabilities.

5.3.3 Staff have fed back their views for future priorities. These include:

- A requirement to make the self directed support approach more user-friendly.
- The resolution of technical problems within systems and business

- processes.
- Ensuring financial assessments are scheduled in a timely way for customers.
- Greater sharing of success stories to help embed the cultural change.

6. Next Steps

The information contained in sections 4.2 to 4.6 of this report outlined some of the detailed plans to further improve the council's success in delivering Personalisation across Warwickshire. These plans will be taken forward as part of the directorate's Transformation programme, pending further work to demonstrate: a) there is a business case and b) they contribute towards delivery of the directorate's vision; the key corporate aims; and the national vision for Adult Social Care.

In summary, the next steps for Personalisation will focus on:

- Further embedding the cultural change necessary to fully deliver personalisation as '*the way we do things around here,*' into front line practice, our work with partners and our responsibilities as strategic commissioners.
- Extension of customer engagement in development initiatives.
- Further development of processes, systems and tools in line with recommendations from the separate evaluation mechanisms recently commissioned by the directorate:
 - internal evaluation by staff;
 - internal audit;
 - early feedback from the national survey of people who have a personal budget, (for which Warwickshire is one of the ten demonstrator sites).

Report Author: Gill Fletcher

Head(s) of Service:

Strategic Director(s): Wendy Fabbro

Portfolio Holder(s): Councillor Izzi Seccombe
March 2011

Description of the Putting People First Milestones

The five milestones are described below and explicitly state the degree of change expected at the end of this initial three year period – April 2011 :

Milestone 1

Effective Partnerships with people using services, carers and other local citizens.

April 2011 milestone - That every council area has at least one user-led organisation who are directly contributing to the transformation to personal budgets.

Milestone 2

Self Directed Support and personal budgets.

April 2011 milestone - That at least 30% of eligible service users/carers have a personal budget.

Milestone 3

Prevention and cost effective services

April 2011 milestone - That there is evidence that cashable savings have been released as a result of the preventative strategies and that overall social care has delivered a minimum of 3% cashable savings. There should also be evidence that joint planning has been able to apportion costs / benefits across the 'whole system'.

Milestone 4

Information and Advice

April 2011 milestone - That the public are informed about where they can go to get the best information and advice about their care and support needs.

Milestone 5

Local Commissioning

April 2011 milestone - That stakeholders are clear on the impact that purchasing by individuals, both publicly (personal budgets) and privately funded, will have on the procurement of councils and PCTs in such a way that will guarantee the right kind of supply of services to meet local care and support needs.