



DERBY CITY COUNCIL

Putting People First in Derby

Transforming Adult Social Care



June 2011

Introduction

We want our citizens to have a good life. How might a good life be defined? My guess is would be something like:

- Having loving relationships – family and friends where you look out for each other
- Enough wealth to be able to make some choices about how you want to live your life
- A sense of citizenship, being part of a community with opportunities to contribute as well as receive
- A home of your own
- A sense of safety and security because all of the above are in place

We are changing the way we provide adult social care in Derby – trying to put people at the heart of our approach so we enable people to live the sort of life they want. This change in approach means we will work far more closely with citizens as partners in our policy making and service design.

Our vision for people in Derby is that they have the right support so they can live happy, fulfilling and independent lives.

Our citizens will:

- Be able to make well-informed choices
- Have far more control over their lives
- Be far more satisfied with the quality of their life
- Will feel more a part of the community
- Continue to be safeguarded
- Help us get it right first time.

This booklet will explain what a transformed adult social care service looks like and how we will make this vision a reality.

Cath Roff

**Strategic Director,
Adults, Health and Housing**

Values and Principles

Derby City Council is transforming the way in which it meets the social care needs of its adult customers. The foundations of this transformation are a set of values and principles that focus on people as citizens.¹

Value Statement : Full and Active Citizenship

- 1. Self determination** – each person should be in control of their own life and, if they need help with decisions, those decisions are kept as close as possible to them.
- 2. Direction** – each person should have their own path and sense of purpose to help give their life meaning and significance.
- 3. Money** – each person should have enough money to live an independent life and are not unduly dependent upon others.
- 4. Home** – each person should have a home that is their own, living with people that they really want to live with.
- 5. Support** – each person should get support that helps them to live their own life and which is under their control.
- 6. Community Life** – each person should be able to fully participate in and contribute to family and community life.
- 7. Rights** – each person should have their legal and civil rights respected and be able to take action if they are not.
- 8. Responsibilities** – each person should exercise responsibility in their own lives and be able to make a contribution to their community.

¹ These values and principles are part of In Control's ethical framework, adopted by Derby City Council. (In Control is the social enterprise company credited with initiating the move towards personalisation in England).

Principles : Rights and Responsibilities

The following principles describe how Derby City Council and its citizens should act to meet the needs of people who require extra support to live good lives:

Principle	What this means for Derby City Council	What this means for the citizen
1. The right to independent living	If someone has an impairment which means they need help to fulfil their role as a citizen, then they should get the support to which they are entitled.	I can get the support I need to be an independent citizen.
2. The right to a personal budget	If someone needs on-going paid help as part of their life they should be able to decide how the money that pays for that help is used.	I know how much money I can use for my support.
3. Right to self-determination	If someone needs help to make decisions then decision-making should be made as close to the person as possible, reflecting the person's own interests and preferences.	I have the authority, support or representation to make my own decisions.
4. Right to accessibility	The system of rules within which people have to work must be clear and open in order to maximise the ability of the disabled person to take control of their own support.	I can understand the rules and systems and am able to get help easily.
5. Right to flexible funding	When someone is using their personal budget they should be free to spend their funds in the way that makes best sense to them, without unnecessary restrictions.	I can use my money flexibly and creatively.
6. Accountability principle	The disabled person and the Council both have a responsibility to each other to explain their decisions and to share what they have learnt.	I should tell people how I used my money and anything I've learnt.
7. Capacity principle	Disabled people, their families and their communities must not be assumed to be incapable of managing their own support, learning skills and making a contribution.	Give me enough help, but not too much; I've got something to contribute too.

Vision Statement

Transforming Adult Social Care

Derby City Council is transforming adult social care. It is giving vulnerable adults far greater choice and control over their care and support in order that they can live more independent lives.

This change is happening in councils across the country as part of the Government's personalisation programme, set out in the document *Putting People First* (2007). It is a shared commitment by the Government, local councils and service providers to ensuring that people who need care and support have the choice, flexibility and control to live their lives the way they wish.

Detailed work to transform adult social care in Derby is underway and will continue at a pace throughout 2011, funded by the Government through the social care reform grant. The transformational changes that Derby City Council is making will continue beyond 2011, but by then we will already have made significant improvements for the city's residents.

Economic Outlook

These changes are taking place during a time of unprecedented pressure on public spending that will have a significant effect for some years to come. The Council will have less money to spend on services over the next few years.

It is for this reason that the Council has decided to raise the level of need at which Derby's residents are entitled to get paid care and support. From April 2011, only people with substantial and critical needs under the national *Fair Access to Care Services* guidance will continue to receive Council funded adult social care support.

Some people will have substantial and critical needs, but their income and savings mean that they have to pay the full cost themselves – often called 'self-funders.'

Social Care Outcomes

Faced with these different challenges, the Council will become far less prescriptive, moving away from telling people what they need and what services they can have. Its role will continue to be to provide an assessment and offer support to those who have eligible needs. But it will also become more about helping people to help themselves, giving them support when they cannot and being a trusted advocate for all citizens.

The Council will become less concerned about what services it is providing and more focussed on the benefits – or 'outcomes' – for vulnerable people. In particular we will work to ensure that our customers:

- are healthy
- have a good quality of life
- exercise choice and control
- make a positive contribution
- maintain their personal dignity
- are free from discrimination or harassment
- have economic wellbeing.

Advice, Information and Advocacy

There will be a major improvement when people first contact us or are referred to us, requesting an assessment or a service. Whether or not people are eligible for Council funded care and support, we will make good quality information, advice and advocacy accessible to everyone so that they can get the care and support they need. Improvements in this area will take place as part of the Council's wider *one Derby one council* transformation programme.

The Council will retain its duty to provide an assessment and support those with eligible needs. But we will make access to 'support planning' tools available to everyone that will help people work out how they can best be supported to carry on living in their own home.



Prevention, Early Intervention and Reablement

The second major improvement will be our emphasis on giving people support that they need sooner rather than later, and on supporting people to get over a crisis, emergency or period of healthcare so that they can get 'back on their feet' and carry on living in their own homes. Often known as early intervention and reablement services, our aim will be to shift the emphasis to preventing people needing more costly health and social care services. Evidence suggests that at least four out of every ten people who use these reablement services won't need longer term care and support.

Self-Directed Support

So the third major improvement will be the way in which people who do need long term care are supported. Instead of our customers receiving standard, contracted services, we will be inviting them to be in control. We will tell people up front how much the Council would reasonably expect to pay to meet their needs and invite them to work out how they would want to be supported and by whom, by producing their own support plan, funded by a personal budget.

People who are clear what they want will be able to do this quite quickly, whilst others will need varying levels of assistance to put together their plan – and this will be available from a variety of sources. Some people in

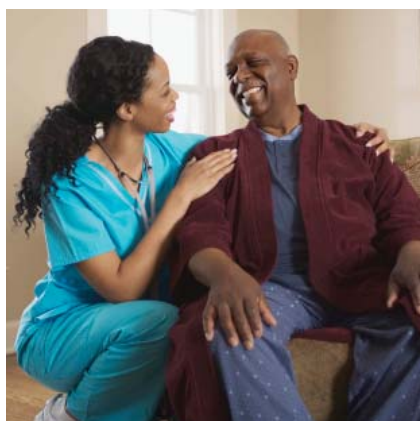
Derby have started doing this and thousands are making this 'self-directed support' work for them around the country. We aim to make this a reality for all of our customers who need long term support by March 2013.

Independent Living

Overall we are moving away from a dependency on services, especially institutional residential care. We know that most people wish to remain living in their own homes for as long as possible, and this personalised approach will enable more people to realise that desire. For some older people with healthcare needs, nursing home care will still have a place in the range of support on offer.

Far too many people with a learning disability in Derby live in residential care compared to similar local authorities. So we will offer these customers a personal budget and assist them to create support plans that enable them to become included in our communities as full citizens – with their own rented or shared ownership home, income, access to community and leisure facilities and access to learning, voluntary work and paid employment.

Similarly we will invite people with a physical disability to live more independent lives. We will enable them to make informed choices about the way in which they live their lives. For example, rather than live in institutional



residential care, people may wish to live in their own home, in the community, taking the everyday risks associated with ordinary living that most of us take for granted.

Self-directed support will also be offered to people with mental health needs to support recovery and social inclusion.

Advice, information and advocacy, preventative and reablement services are key parts of this transformed adult social care system. But it is the choice and control offered by self-directed support and personal budgets that marks the greatest potential to improve the lives of Derby's vulnerable citizens.

Personalisation and Safeguarding

We are aware that many people worry about how customers will be safeguarded outside of regulated services and may be open to financial abuse, in particular. The Council will retain its legal duty of care. But in agreeing our customers' support plans we will need to be more open to people choosing to manage the risks in their lives differently, and move away from being so cautious and risk averse that people's lives are stifled.

The best way to ensure that people remain healthy, safe and well is for them or those who love them to be in control of their support.

Carers

This means that the role of family carers, relatives and friends in continuing to enable most people to carry on living in the community will be even more critical. They will be vital in assisting many customers to plan and organise their own support or in doing it for them. The Council is already giving personal budgets to carers in their own right, as part of the support available for them to be able to carry on sustaining their caring role and to assist them to achieve their own personal ambitions.

Transformational Change

Achieving this transformation will require a lot of work and change for everyone working in the adult social care 'system.'

Social workers and care managers will need to work with new approaches to assessment and a 'resource allocation system.' They will retain responsibility for assessment, agreeing eligible needs and resource allocation. They may assist some customers with support planning, but will need to 'let go' of some of their power to allow more people to do this themselves or with assistance from people outside of the Council.

Commissioners' will need to become less occupied in procuring and monitoring contracts and more focussed on developing a social care market that provides what

individual customers wish to buy. Existing contracts will need to change to make this shift from a wholesale model to a retail model possible.

Providers will need to change their business model, gearing up to individuals becoming their customers instead of the Council. Where the Council does arrange and pay for support, providers will need to personalise their services in community based and residential care settings. Here the challenge is for them to listen to what people have been saying about personalisation and deliver individually tailored services based on intimacy and relationships.

The Council's relationship with third sector organisations – the voluntary sector – will also need to change, as with other providers. The Council will target grant funding to organisations that can deliver preventative approaches that can demonstrate that they avoid people needing to enter more expensive health and social care support and/or to access universal services that are available to everyone. Of particular benefit will be those organisations that help people connect to their community and assist people to build upon and increase their 'social capital' – the network of contacts and support that most people have in a two-way 'give and take' relationship to manage their life. Key to this will be the recognition that most people have their own unique gifts, talents and skills that they can contribute to the wider community.

Finally, one of the most important changes that is taking place is the way in which the Council is going about managing this transformation and creating the new 'system.' It is no longer acceptable for the Council to decide how things will work and consult with people about a 'done deal.' The challenge is to 'co-produce' the new system, now and over time, to ensure that disabled and vulnerable people are treated as experts by experience in their own care and support. To this end, and to meet a target set by the Government, the Council will establish a user-led organisation – based on the Centre for Independent Living model – to be the hub for support to disabled people taking more control of their lives.

Personal budgets

the vehicle

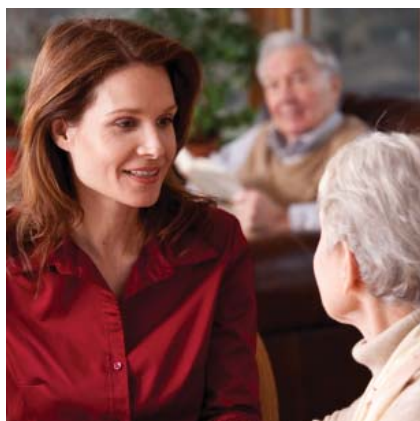
Self-directed support

the route

Independent living

the destination

(inControl)



What success looks like

A transformed adult social care system will be significantly different to the way things are now. The success of Derby City Council's work to deliver this transformation may be judged by the following changes:

- The choice and control of everybody who is eligible for long term support increases as:
 - most people have a support plan that they have created themselves or with help from their family, friends or other advocates; very few have a support plan created with them by Council staff
 - all have a personal budget and most decide themselves how their money is used.
- The health and well-being of most people improves as:
 - fewer people enter the social care system and those that do leave the system more quickly
 - more people are enabled to:
 - ✓ remain living in their own home, or
 - ✓ have their own tenancy or (shared) home ownership
 - ✓ use their personal budget to employ their own personal assistant, or buy the personal care and support that they need
 - ✓ use adult learning to develop knowledge and skills
 - ✓ are in paid employment or voluntary work
 - ✓ use their personal budget to arrange short breaks
 - ✓ use telecare to support their independence.
- The dignity and respect that people feel increases as a result of:
 - feeling safe, healthy and well due to the changes described above
 - almost nobody entering residential care
 - fewer people entering nursing care
 - significantly decreasing numbers of people attend day centres or using residential respite services
 - a reduction in the incidence of neglect and abuse.



We can give you this information in any other way, style or language that will help you access it. Please contact us on 01332 717777, minicom 01332 716709 or fax us on 01332 716920.