



Your support, your way

*Putting people first in the
London Borough of Richmond*

This implementation plan describes the way forward for the Personalisation Programme in Adult Social Care in the London Borough of Richmond upon Thames.

The plan extends the scope of the work by taking into account all people with social care needs in the Borough, rather than just those eligible for Council funded support. In doing so, it responds to the vision outlined in *'Putting People First – January 2008'* which challenges Local Authorities

- to take greater role in creating a level playing field for people with social care needs, irrespective of their financial means, and
- to shape the market so that people have access to high quality information and advice, as well as a range of flexible and responsive services that they want to buy and use.

The detail of the plan describes the actions to be undertaken during the next twelve months from April 2009 – March 2010 and includes the following sections:

- Our Guiding Principles
- Our Key Outcomes
- Our Implementation Plan:
 - Transforming Care Services
 - Building Stronger Partnerships
 - Strengthening Business Systems
- Our Governance

Our Guiding Principles



The 'Guiding Principles' for the Personalisation Programme have a synergy with the vision for the borough as described in the *'The Richmond upon Thames Community Plan 2007-2017'*.

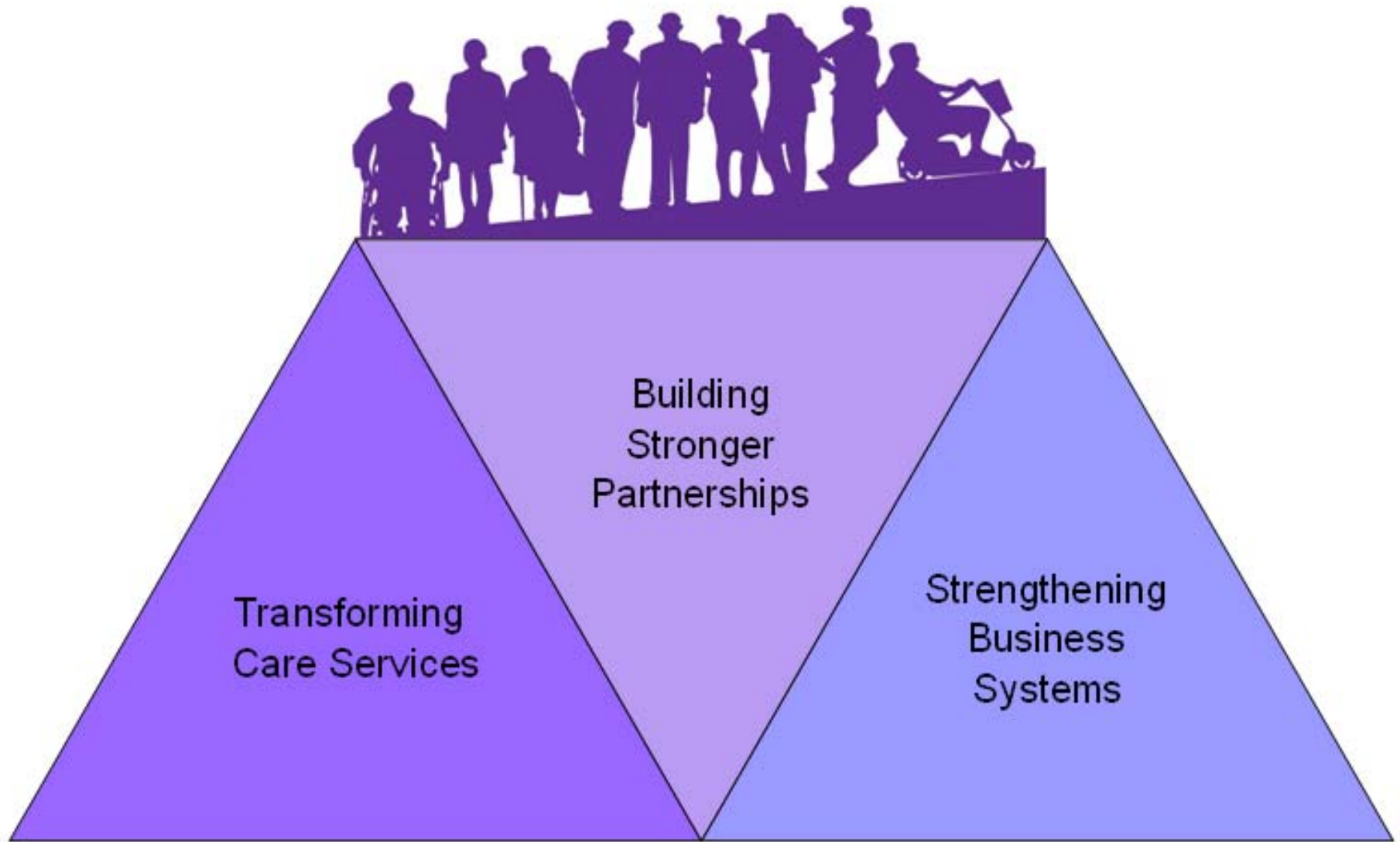
In particular, a borough that is

- Inclusive
- Delivers quality public services that truly reflect the needs of all its local people
- Addresses its challenges by harnessing the capacity of all its partners in the public, private, voluntary and community sector
- Green, safe and responsive to the needs of all local people

Our Key Outcomes

The implementation of the Personalisation Programme will achieve the following outcomes:

- People are empowered to exercise choice and control over how they meet their social care needs to lead the best quality of life possible
- The market place is more diverse with a mixed economy of support, co-designed and delivered with user-led and third sector organisations and community groups
- The community is inclusive of people with social care needs and values their participation
- People receive support from an adult social care system that is personalised and able to respond better to individual needs and circumstances
- The business systems and processes that support personalisation are efficient and effective





Transforming Care Services

*Focuses on re-designing
adult care services to deliver
a more personalised and
responsive service*

Key Deliverables	Key Milestones	Officer Responsible	Target End Date
	result of consultative process	and Simon	
	2.2 Workforce Development Strategy agreed by SDS Steering Group	Stockton	Oct 09
	2.3 Workforce Development Strategy implemented		Apr 10
	3. Office for Disability Issues - Support, Advocacy and Brokerage Project	Simon Stockton	Apr 09
	3.1 Functions currently carried out by care managers are examined and those which could be carried out by other agencies reliably and efficiently are identified	Simon Stockton	Apr 09
	3.2 With local stakeholders put in place the necessary financial, administrative and monitoring processes to transfer a proportion of resources currently spent on care management to user-led methods	Simon Stockton	Apr 09
	3.3 Costs of current care management functions carried out by statutory services including assessment, support planning, support brokerage and review are determined	Jeremy DeSouza	Apr 10
	Collaborative approach to establishing efficient and effective operational self directed support practice	4. SDS Operational Practice 4.1 Agreed approach to operational risk and issue management through • Care Management Operational Group	Jane Clark / Janet MacGeorge and

Key Deliverables	Key Milestones	Officer Responsible	Target End Date
	<ul style="list-style-type: none"> • Care Management organisational management structures – Principal Managers, Team Managers and ATM/SCM's • SDS Practice Group 	Simon Stockton	
Universal approach to safeguarding vulnerable adult members of the LBRuT community	<p>5. Information Awareness</p> <p>5.1 Public Information Awareness Campaign, developed collaboratively with Community Safety</p> <p>5.2 Information Awareness Strategy for key stakeholders, such as GP's, pharmacies, community nurses etc, developed</p>	Jim Rogan	<p>Oct 09</p> <p>Feb 10</p>
Agreed approach to implementation of SDS in mental health services	<p>6. Implementation Strategy</p> <p>6.1 Recommendations from review of Mental Health SDS Pilot considered by SDS Steering Group and Mental Health Trust</p> <p>6.2 Agreed implementation strategy that takes account of</p> <ul style="list-style-type: none"> • Financial implications and resource availability • Interface with current local authority business systems, in particular Frameworki • Alignment with whole system redesign 	Jim Rogan / Sue Denby	<p>Aug 09</p> <p>Sep 09</p>

Key Deliverables	Key Milestones	Officer Responsible	Target End Date
	<p>7. Collaborative commissioning for Mental Health Support Services</p> <p>7.1 Feasibility report of SDS approach in Mental Health completed, outlining recommendations and project plan</p>	Jim Rogan	Aug 09



Building Stronger Partnerships

Focuses on market development and strengthening community partnerships to deliver the personalisation agenda

Building Stronger Partnerships

Lead Officer: *Grahame Freeland-Bright*

Key Deliverables	Key Milestones	Officer Responsible	Target End Date
A diversified market place that builds and strengthens the mixed economy of support options	1. Expanded Pilot of Web-based Marketplace	Simon Stockton	Jul 09
	1.1 Joint approach agreed with SW London Network to market development strategy, including use of web-based technology		
	1.2 Subject to JIP funding decisions, SW London network needs/market analysis undertaken		
	1.3 'Shop 4 Support' Pilot evaluated		Aug 09
	2. Service Development Strategy for Older Person's in-house Day Care	Grahame Freeland - Bright	Jul 09
	2.1 Learnings from Manchester Initiative reviewed		
2.2 Service development approach agreed and endorsed by Older Person's Respite and Day Services Project Board	Oct 09		
2.3 Service development implementation strategy developed	Jan 10		

Key Deliverables	Key Milestones	Officer Responsible	Target End Date
	<p>3. Service Development Strategy for Physical and Sensory Services</p> <p>3.1 Physical and Sensory Services Review Report finalised</p> <p>3.2 Action Plan provided to Overview & Scrutiny Committee for information</p> <p>3.3 Priority actions implemented</p>	<p>Grahame Freeland - Bright</p>	<p>May 09</p> <p>Aug 09</p> <p>Apr 10</p>
	<p>4. Expanded Options for Managing Personal Budgets</p> <p>4.1 Process for Individual Service Funds (ISF) reviewed</p> <p>4.2 Reviewed ISF embedded in all directly commissioned service contracts</p> <p>4.3 Direct Payment hybrid available locally through at least one provider</p> <p>4.4 10 service users managing their Personal Budget using this option</p>	<p>Gill Ford</p> <p>Simon Stockton</p>	<p>Dec 09</p> <p>Dec 09</p> <p>Sep 10</p> <p>Mar 10</p>
	<p>5. Review of Direct Payment Support Service</p> <p>5.1 Existing Direct Payment Support Service (RUILS) reviewed and service specification for continuing Direct Payment support function endorsed</p> <p>5.2 Direct Payment support function subject to</p>	<p>Grahame Freeland - Bright</p>	<p>Sep 09</p> <p>Dec 09</p>

Key Deliverables	Key Milestones	Officer Responsible	Target End Date
	tender process		
	<p>6. Voluntary Sector Funding Grant Alignment with Personalisation Agenda</p> <p>6.1 Existing funding arrangements reviewed in line with personalisation principles</p> <p>6.2 Future funding allocations align gaps in service provision with the personalisation agenda</p>	Carol MacBean	<p>Mar 10</p> <p>Mar 10</p>
	<p>7. Impact of Personalisation in Voluntary Sector</p> <p>7.1 Personalisation information and training opportunities identified and facilitated for voluntary sector organisations</p>	Simon Stockton	Dec 09
<p>A personalised approach to the commissioning of services for all adults, including</p> <ul style="list-style-type: none"> • people commissioning their own services • collective commissioning of services by groups of individuals with similar interests or needs • commissioning of services by the Local Authority 	<p>8. Commissioning Framework</p> <p>8.1 Overarching commissioning statement prepared in consultation with key partners</p> <p>8.2 Implementation statement devised to align other strategic commissioning activities and documentation, so as to put personalisation and SDS at the centre of all partnerships and to embed a personalised approach across the Council.</p> <p>8.3 Issues and implications of personalisation and SDS for voluntary sector funding</p>	<p>Simon Stockton</p> <p>Grahame Freeland - Bright</p>	<p>Aug 09</p> <p>Dec 09</p> <p>Mar 10</p>

Key Deliverables	Key Milestones	Officer Responsible	Target End Date
	arrangements considered and clarified		
	9. Expanded range of Support Planning and Brokerage options 9.1 Review of RIBS completed 9.2 Support Brokerage Implementation Strategy developed, including options for collective commissioning	Grahame Freeland - Bright	Sep 09 Dec 09
	10. Co-producing Commissioning Strategy 10.1 Participation in 'Co-producing Commissioning Project' with Department of Health 10.2 Findings from Outcome Report of 'Co-producing Commissioning Project' available and presented to SDS Steering Group 10.3 Personalised approach for commissioning of services in LBRuT, based on Outcome Report findings, endorsed 10.4 New personalised commissioning approach implemented with an identified target group 10.5 'Person-centred practice' training provided for staff working with identified target	Simon Stockton Grahame Freeland – Bright Simon Stockton	Apr 09 Jul 09 Oct 09 Mar 10 Mar 10

Key Deliverables	Key Milestones	Officer Responsible	Target End Date
	group, commissioned as part of Personalisation Programme		
A local community that has strengthened social capital for people with social care needs	11. Effective working relationship established with Community Development Network and Community Development Steering Group	Simon Stockton	Sep 09
	12. Opportunities for joint working to strengthen social capital identified		Sep 09
	13. Local 'Small Sparks Scheme' developed to stimulate small scale community initiatives that strengthen the involvement of people with disabilities and older people in the community		Mar 10
	14. Service system re-design aligned with community development resources and initiatives		Mar 10
A working partnership with the PCT on the personalisation agenda	15. Personal Health Budget Pilot for End of Life 15.1 Round 2 application for Personal Health Budget Pilot for 'End of Life' submitted	Grahame Freeland - Bright	Sep 09



Strengthening Business Systems

*Focuses on improving the financial,
information and
quality assurance systems
to support
Personalisation*

Strengthening Business Systems

Lead Officers: *Jeremy DeSouza (Finance)*
Gill Ford (Performance and Quality Assurance)

Key Deliverables	Key Milestones	Officer Responsible	Target End Date
Quality Assurance			
Mechanisms for people to self assure their support options	1. Self-help Tool	Gill Ford	Nov 09
	1.1 Self-help tool developed for people to self assure their supports that includes <ul style="list-style-type: none"> • Service provider performance information • Checklist of things to consider when engaging a service provider and associated standards 		
	1.2 Self help tool developed with 'Your Say' Group		Nov 09
	2. User feedback	Gill Ford	To be agreed when decisions made re: web-based initiative Mar 10
2.1 User feedback information incorporated into web-based market development initiatives – dependent on purchase of web-based system			
	2.2 User feedback developed on LBRuT web-site		

Key Deliverables	Key Milestones	Officer Responsible	Target End Date
Approach for service user engagement in quality assurance	3. 'Experts By Experience' 3.1 Agreed approach to service user involvement in quality monitoring process established 3.2 Service users recruited to undertake quality monitoring role 3.3 'Experts By Experience' programme implemented	Gill Ford	Nov 09 Feb 10 Mar 10
Service monitoring arrangements for adult social care contracts that are in line with the principles of personalisation	4. Service Monitoring Framework 4.1 Current service monitoring process reviewed 4.2 Best practice models considered 4.3 Monitoring for ISF's established 4.4 Revised monitoring framework agreed and implemented	Gill Ford	Jul 09 Jul 09 Oct 09 Mar 10
Quality monitoring arrangements that are in line with the principles of personalisation	5. Quality Bulletin 5.1 Monthly bulletin produced to include <ul style="list-style-type: none"> ▪ Analysis of 'Quality of Life questions ▪ Feedback on SDS Audit ▪ Analysis of postcard answers to experience of SDS process ▪ Feedback from people leaving the system 		From Aug 09, then on-going

Key Deliverables	Key Milestones	Officer Responsible	Target End Date
Finance			
Fair and transparent process for allocation of resources, according to need	8. Financial monitoring of Personal Budgets	Jeremy DeSouza	
	8.1 Financial monitoring policy reviewed and arrangements linked to SDS Review process		Sep 09
	8.2 Training provided for finance, care management and RUILS staff		Sep 09
	9. Unit cost for In-house Provider Services	Jeremy DeSouza	
	9.1 Unit cost calculated and agreed with the Head of Care Provision		Apr 09
	9.2 Unit cost published on RIO and made available to care managers, support brokers and in-house provider staff	Simon Stockton	Apr 09
Efficient and accountable financial management systems	10. Benefits Advice Service	Jeremy DeSouza	
	10.1 Grants funding process conducted for Benefits Advice Service		Jun 09
10.2 Recommended provider endorsed by Cabinet			Jul 09
	10.3 Grants funding awarded to successful provider		Jul 09
	11. On-going development of RAS	Sinead Pike	
	11.1 Methodology for reviewing RAS documented		

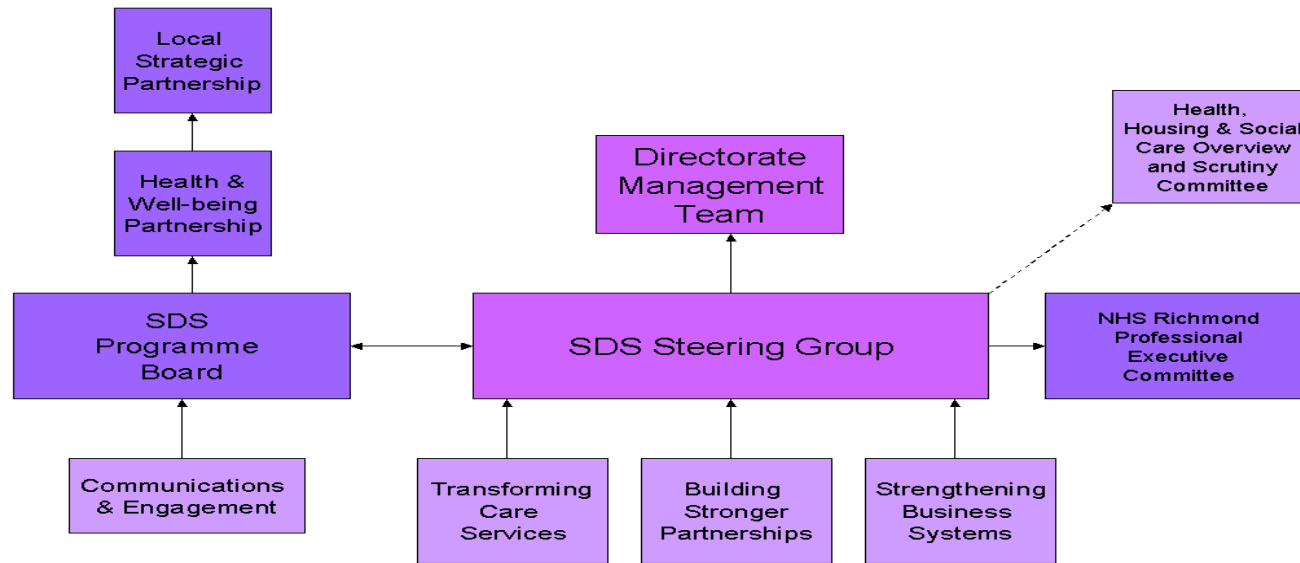
Key Deliverables	Key Milestones	Officer Responsible	Target End Date
	11.2 System developed for adjusting RAS to take account of in-year changes in cost, demand and affordability		Feb 10
	12. National RAS Framework Project 12.1 Learnings from project reviewed and implications for local RAS applied, where appropriate	Jeremy DeSouza	Sep 09
	13. Financial reporting systems 13.1 Reporting requirements identified and agreed with key stakeholders 13.2 Robust financial data recording system in place with appropriate validations 13.3 Financial monitoring system established to track savings from Reablement service	Jeremy DeSouza	Apr 09 Jun 09 Jun 09
	14. Financial monitoring of Personal Budgets 14.1 Surplus funds held by Personal Budget holders monitored and recovered, where appropriate 14.2 Process for recovering unspent funds from deceased Personal Budget holders	Jeremy DeSouza	Oct 09 Apr 10
	15. Implementation of SDS Contributions Policy 15.1 Letter sent to all service users affected by	Jeremy DeSouza	Jan 09

Key Deliverables	Key Milestones	Officer Responsible	Target End Date
	<p>new policy</p> <p>15.2 Information Guide for policy published on RIO</p> <p>15.3 Issues paper with recommended solutions for Finance staff prepared</p> <p>15.4 Process for recording income and invoicing arrangements developed</p> <p>15.5 Impact of policy for individuals identified and reported to September 2009 Overview and Scrutiny Committee</p>	<p>Simon Stockton</p> <p>Jeremy DeSouza</p>	<p>May 09</p> <p>Jul 09</p> <p>On-going</p> <p>Sep 09</p>
	<p>16. Occupancy of In-house Provider Services</p> <p>16.1 Occupancy of in-house provider services monitored and reported to SDS Steering Group where occupancy falls below 75%</p> <p>16.2 System for recording occupancy on Frameworki established</p> <p>16.3 Feasibility of in-house provider units recording occupancy data on Frameworki explored</p> <p>16.4 Medium term financial planning exercise completed to explore future options for day centres</p>	<p>Jeremy DeSouza</p> <p>Gill Ford</p> <p>Jeremy DeSouza</p>	<p>On-going</p> <p>Oct 09</p> <p>Dec 09</p> <p>Aug 09</p>

Key Deliverables	Key Milestones	Officer Responsible	Target End Date
	17. Benefits Advice and Financial Assessment Support	Jeremy DeSouza	Jul 09
	17.1 Process for Financial Assessment support agreed with Richmond Community Partnership		
	17.2 Arrangements aligned with whole system re-design		Jul 09
	18. New Home-care Contracts	Jeremy DeSouza	Sep 09
18.1 Financial impact of new home-care contracts analysed	Dec 09		
Effective financial planning system that is aligned with the personalisation programme	19. Medium term financial planning	Jeremy DeSouza	
	19.1 Demand forecasting analysis completed		Jul 09
	19.2 Financial planning system for young people in transition from Children's Services established		Aug 09
	19.3 Budget setting process informed by RAS Review results		Oct 09
	20. Whole system redesign	Jeremy DeSouza	
20.1 Savings targets agreed			Oct 09

Key Deliverables	Key Milestones	Officer Responsible	Target End Date
	<p>20.2 Impact of proposed changes to workforce taken into account in financial planning</p> <p>20.3 Impact of Adult Social Care Reform Grant ceasing after 2010/11 taken into account in financial planning</p>		<p>Oct 09</p> <p>Oct 09</p>
	<p>21. Budget Re-alignment</p> <p>21.1 Financial modelling completed to predict impact of SDS on different service user groups e.g. anticipated increase in mental health services and reduction in learning disability</p> <p>21.2 Options for re-alignment of budgets developed</p> <p>21.3 Strategy for budget re-alignment agreed</p>	<p>Jeremy DeSouza</p>	<p>Jul 09</p> <p>Jul 09</p> <p>Aug 09</p>

Our Governance Structure



During the next 12 months, three operational Workstream Groups will implement this plan. As outlined below, each group is led by a senior Adult Community Services Manager who is responsible for reporting implementation progress, barriers and issues to the SDS Steering Group and SDS Programme Board.

- Transforming Care Services - *Jim Rogan*
- Building Stronger Partnerships - *Grahame Freeland-Bright*
- Strengthening Business Systems - *Jeremy DeSouza (Finance)*
- *Gill Ford (Quality Assurance & Performance)*