

## Community: key to social care future

If social care is to be affordable in the future, we need a radical new approach – one that looks beyond changing rules and redistributing money. We need a focus on building community capacity. This is the argument of In Control's new paper, *Community Capacity and Social Care*.

The authors, Simon Duffy and John Gillespie, suggest that: *There is a tendency within Social Care to see a focus on community capacity as highly desirable but also as marginal and aspirational. Yet a focus on community may be the only way to make Social Care affordable in the long-run.*

### Three options

The paper identifies three broad options available to reformers looking for solutions to the funding crisis on the horizon: input-focused efficiency (reducing costs of support services); process-focused efficiency (finding more creative ways of delivering support) and needs-focused efficiency (reducing need for paid support).

The first option (which would mainly mean limiting the growth of salaries) has limited potential. In Control's work has shown that the second is effective because individuals and their supporters are often better at getting value for money than statutory authorities.

The authors argue, though, that the third option – building the capacities of people and communities – is where the heart of the solution lies. There needs to be a shift from a remedial approach – fixing what has



gone wrong – to one that invests in community so that capacity is increased and need is reduced.

In practice, this simply means that, instead of assuming people with needs are naturally dependent and services are always good things, we assume that people are resourceful and need support to use their own creativity and ability. At the same time, we can encourage the growth of communities' natural capacity to support all their members.

### Having a life

If this seems far-fetched, we only need to look at the experiences of people already directing their own support. While those working in services may think of Self-Directed Support as being about reorganising money and services, people directing their support know it is about having a life. Most waste no time in getting involved. Evaluations of ►

### 9068 Personal Budgets

In November 2008, 9068 people had a Personal Budget in the UK – a 29% increase over the figure reported in the August 2008 issue of in Control NOW! (7039).

### The Big Event

**It's back on 19 March!**

The Big Event is THE showcase for Self-Directed Support and Citizenship. See the ad on page 3.



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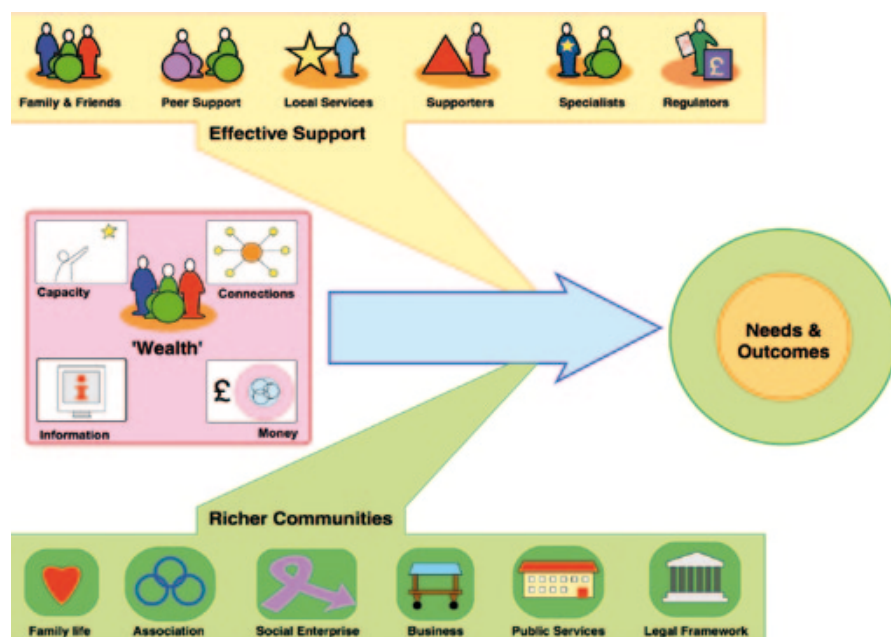
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### In Control...

..began work in 2003 to reform the social care system in England and to develop Self-Directed Support.

In Control's mission is to help create a new welfare system in which everyone is in control of their lives as full citizens.





### In Control's comprehensive Model of Community Capacity

► In Control's work show that just having control of a Personal Budget leads directly to greater community involvement: 64% (of 196 people) said they had become more involved in their community. Only 2% said they had less involvement.

In Control's paper considers how this potential within individuals and communities can be expanded to solve the riddle of dwindling funds and a growing population of people needing support. The paper goes on to present In Control's new

**Model of Community Capacity** – a central tool in work already started in a number of local authorities. Total Transformation authorities have identified community as a critical area for their work. Authorities in Yorkshire and Humber are also developing strategies. The Model will help authorities to use three strategies: developing richer communities, increasing individuals' 'real wealth' (money, capacity, connections, information), and offering effective support.

## A vehicle to community and citizenship

Some may think of In Control as being only concerned with reorganising the systems of social care. While changing these systems is important, for In Control they are a means to an end: the creation of a healthy society for everyone. From its beginnings in 2003, In Control has explored ways of turning rhetoric about community into action – from testing out Small Sparks community grants and building Plan UK (peer-support groups) to developing a partnership with the Manavodaya Institute in India (a world leader in community facilitation).

This new paper offers a comprehensive approach to building community capacity so that social care can play its proper role in society.

Read the paper:

[www.in-control.org.uk](http://www.in-control.org.uk) – Search and Library – in Control NOW!

**Suggestions for improving this paper? Email:** [simon.duffy@in-control.org.uk](mailto:simon.duffy@in-control.org.uk) or [john.gillespie@in-control.org.uk](mailto:john.gillespie@in-control.org.uk)

# Fast track to change

## 20 local authorities join Total Transformation programme

Membership of In Control's Total Transformation Programme has doubled this year: 20 local authorities are now committed to rapidly changing their systems to Self-Directed Support.

The re-designed programme will take on the top ten challenges that local authorities say they face. Ten projects, carried out by key local

authority staff and led by an In Control Core Team Member, will work, over the next 18 months, to produce materials that will be helpful for all local authority members.

This is an exciting new phase of the journey towards choice and control for all – one that will help local authorities fill in many of the remaining pieces of the jigsaw.

The ten projects together make up what In Control calls the **Network for Social Innovation**.

### The projects are:

1. Brokerage infrastructure, led by Simon Duffy
2. Conversion of in-house services, led by Alicia Wood
3. Stakeholder engagement, led by Julie Stansfield
4. Reshaping care management and social work, led by Andrew Tyson
5. Community development, led by Simon Duffy

6. Provider development, led by Caroline Tomlinson
7. System development, led by John Waters
8. Workforce development, led by Gill Goodwin
9. Safeguarding, led by Simon Duffy
10. Outcomes for citizens, led by John Waters.

For more information about Total Transformation:

[andy.hickey@in-control.org.uk](mailto:andy.hickey@in-control.org.uk)

## What is Total Transformation?

### Total Transformation:

- is for local authorities that want to change all their systems quickly
- authorities usually tackle adult services first with a view to making Self-Directed Support available across the whole age-range
- has advantages: for example, the change can't be sidelined as 'just a pilot'
- works well – some local authorities have started small but are switching to a total approach
- is about changing all services but also systems that support them – like legal, financial and contracts.

## Community: doing what comes naturally

**Ask people who work in services what Self-Directed Support is about and they will probably reply 'Services'. Ask someone who directs their own support and they will probably tell you about what they do now they are in charge: get a job, go places, meet people – generally do things their way. Actually, people don't talk a lot about it. They just get on with it. Getting involved is what people do – naturally.**

The support people need is a means to an end. For most people, support is a means to taking part, belonging, being part of their community.

Helen for example is 64 and lives in Oldham. She has significant health problems but, since having a Personal Budget, she's always out and about. Shazia uses her Budget to get support from people who understand and respect her religion and culture. Neil in East Riding was so successful in running his own



Now, health problems don't stop Helen from getting out and about

Small Sparks community project that he is helping East Riding Council to choose from amongst the next round of applications.

Having control of their support has helped people to go out to work, train or volunteer. For example, Damien (who has schizophrenia) now works four days a week packing medical supplies and has trained as a forklift truck driver.

Recent policy calls for more attention to prevention and early intervention – supporting people to find local support before they reach crisis and become eligible for a social service. In Control goes one step further and argues that developing community capacity is critical to solving the crisis in social care funding (see the article on page 1).

Nine local authority In Control members have signed up to test various community projects that will explore how authorities can develop community capacity.

### More information:

[john.gillespie@in-control.org.uk](mailto:john.gillespie@in-control.org.uk)

## the Big event

**19 March 2009  
London**



**The biggest live showcase for Self-Directed Support in the UK.**

**It's for everyone who wants Self-Directed Support to happen in their community.**

### The Big Event includes:

- Speakers' corner
- Conversation café
- Interactive drama sessions
- Workshops (interactive support planning, developing the market, building community capacity, social innovation and enterprise, managing risk – and more)
- Keynote by Terry Lynch, an expert in helping older people remain self reliant
- Market Place
- Help and advice desk
- And lots more.

### More information:

[www.in-control.org.uk/bigevent/](http://www.in-control.org.uk/bigevent/)

### Book your place:

**In Control Support Centre –  
0121 708 3031**

or email [admin@in-control.org.uk](mailto:admin@in-control.org.uk)



# 'Is it really OK to spend the money like this?'

**West Sussex Council says Barry and Sally Slugg are 'an inspiration'. But it took the couple time to believe they had permission to spend the Budget sensibly and creatively.**

Barry Slugg, a man in his 50's who lives in West Sussex, used to work on a farm. He had to give up his job three years ago when he was diagnosed with multiple sclerosis. Now he needs assistance with all aspects of care, twenty-four hours a day.

Barry's wife, Sally, has always provided that care. But when she hurt her back, Social Services bought in some domiciliary care for Barry. The couple found this support too restricting and preferred to manage without it. Social Services also provided two weeks' respite care a year but the process for getting it approved took so long that the place they wanted to go to was already booked up.

Then they got a Personal Budget of £316 a week. Barry and Sally were amazed at the change at Social Services. They used to have to fight to get two weeks' respite a year. Suddenly, they were able to spend a whole budget in a way they chose – and it only took three months to arrange.

The couple decided that Sally would carry on providing Barry's care. They could then spend the budget on things that would make life better. Barry can have regular breaks and they can take some holidays together. They recently had a Vitalise holiday in Nottingham. Bar-



**Barry and Sally Slugg**

ry's son was able to visit them there. That was important because Barry's son's house isn't accessible.

They are also arranging for an agency to help with showering and they are getting help with the garden. The Budget has also funded adaptations to their vehicle and to the controls of Barry's wheelchair. And there's still something left to pay for shiatsu and hydrotherapy, both of which help Barry maintain his health as much as possible.

## Taking the worries away

Barry says the Budget has made a big difference: *'It has made Sally's life so much easier and the stress levels have gone down. It has also given us something we can enjoy together. People assume when someone is disabled, the couple*

*want time apart, but we don't - we enjoy doing things together and this has helped us to do that. It has opened the world up to us.'*

The couple both say the Budget has *'taken the worries away'*. The financial pressures of being disabled on a low income had restricted their lives and the Budget has *'given us our freedom'*.

In fact, it used to seem too good to be true – so much so that Barry and Sally often asked Social Services: *'Is it really OK to spend the money like this?'*

West Sussex County Council comments: *'Barry and Theresa are an inspiration. They make the money work hard to give them the right support and a better life.'*



## Barry and Sally's story is one of many from West Sussex that show imaginative approaches to getting support. Here are extracts from other stories:

**Geoff Palmer** is 27 years old and studying for a PhD. He needs 24-hour care and has found that Community Service Volunteers are both cheaper and more flexible than a care agency. He uses part of the budget to rent accommodation for the Volunteers.

When **Mrs Norman**, a 69-year old ex-music teacher, got her Personal Budget, she knew she 'wanted to use her brain'. She shopped around for the best deals and saved money across a range of supports including: domiciliary care; gardening; car care (her Motability vehicle has to be kept in good condition and quotes ranged from £8 to £40!); shopping (she employs her grandson as a Personal Assistant at student rate). Mrs Norman comments: 'I needed to get the

*best price for the job ... it can only be good and lead to competition between agencies. There is a lot of difference between £13 and £18 per hour for my care.'*

**Stephen Jamieson** is 46-years old and has multiple sclerosis. He moved to West Sussex from another authority where he was the Director of an Arts Trust. A published poet, Stephen uses his Budget to enable him to take part in the cultural life that is so important to him. He can save up the part of the Budget not used on direct care and support to use on personal assistance to go to a show in London or on specialised computer equipment that he can use for his work.

**Josephine Szerzinski** worked as a graphic designer until 2000 when her rheumatoid arthritis

meant she had to 'retire'. She spends her budget on massage, acupuncture, pedicures and three Personal Assistants who provide an average 30 hours' support a week. They work flexibly providing personal care, housework and meal preparation. They drive Josephine to do her shopping. She had no trouble recruiting them – two by word-of-mouth and one through an advert. Josephine comments: 'It is difficult to accept personal care – you feel very vulnerable, so having the right person and having continuity is so important. Now I feel I have my dignity back.'

**To read these and other stories in full, visit the Pictures and Stories pages on:**

[www.in-control.org.uk](http://www.in-control.org.uk)

## Self-Directed Support: it's for everyone

**'Self-Directed Support is just for people with learning disabilities.'**

**'It won't work for people who don't have family support.'**

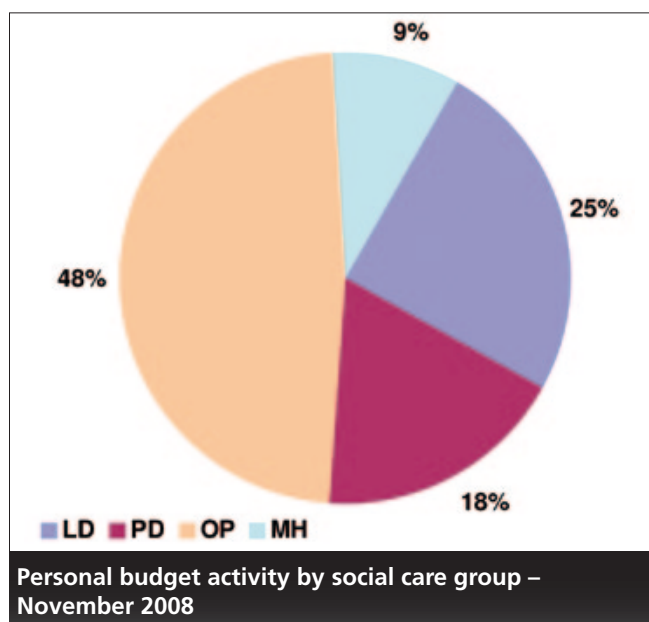
**'Older people don't want it.'**

**These and other myths have thrived since In Control began the first Self-Directed Support experiments in 2003.**

But the figures tell the real story. In November 2008, 9068 people held Personal Budgets. Older people held 48% of all Personal Budgets – the largest number held by any social care group. Next came people with learning disabilities (25%), then physically disabled people (18%) and people with mental health problems (9%).

In Control's John Waters, who compiled the statistics, comments: 'The figures show that Self-Directed Support really is for everyone. As people realise how flexible it is – you can take as much or little control as suits you – it will snowball. At the moment In Control is investigating how it could work for rough sleepers.'

**More information:** [john.waters@in-control.org.uk](mailto:john.waters@in-control.org.uk)



# shop4support trial goes live

Online support shop moves closer to reality with launch of sample version



**shop4support**, In Control's online marketplace for people directing their own support, went live in December 2008. The new 'sample' version gives a hint of how the fully operational site will work when it is launched later this year.

## If you only know blue, how will you choose red?

**Self-Directed Support** is here to stay. For the first time, people who need support can get control of their own lives. But, just giving people a Personal Budget won't change things over night.

Most people using social care have only known a system that makes them dependent and passive – encouraging them to describe their disability as negatively as possible in order to get something from the system.

Offering people money and the power to choose how they get support, though, probably won't lead to people opting for imaginative, value-for-money options. Most may buy what they already know.

In Control's Caroline Tomlinson, who has led the development of shop4support, comments: *'If you have only ever known blue, how will you choose red or green or a rainbow of colours? Imagine Henry Ford, prior to the invention of the motorcar, asking us all what we wanted. Chances are that most of us would have said "horses to go faster".'*

## Tailor-making your support

How can people make more imaginative choices? By shopping. It's what most of us do when we're not sure what to buy. When it comes to holidays, many expect to shop online at night for a bespoke holiday package. We want to choose each element to suit our needs: flight times, hotel, trips – all at lower cost because we are organising it ourselves. If this is important for us for a two-week holiday, surely individually designing your own 24/7 support is essential.

About five years ago, In Control started to think about an 'ebay' of social care and set out a brief that insisted a new website – shop4support – must be owned by people close to the ethos and values of Self-Directed Support: enabling people to live a good life.

## Technology with heart

Armed with a little funding, a big idea and a name that summed up the whole enterprise, In Control looked for a partner that had premier technological know-how and the right values.



**Valueworks** was the obvious choice. This company's technology was nationally recognised as one of the best e-procurement and supply chain systems and they also understood the heart of what we were trying to do.

We were committed to a bottom-up approach to designing the system and lots of people helped with the design. Six trailblazing local authorities are testing the system and over 70 others want to introduce shop4support in their area.

## Marketplace and community

### shop4support:

- is an online market place. Anyone using the internet can access it. We are also exploring how people could access it from their TV.
- offers information about what's happening in the local community, personal assistants, providers of support, equipment, financial services, nursing care and more.
- enables someone to find out if they are eligible for support and how much their indicative budget will be (subject to approval).



- helps providers to market their wares and have their own branded shop.
- allows individuals to place 'wanted' requests that providers can answer.
- helps people to build up their support plan.
- allows people to purchase and pay for all services in a secure efficient way.
- automates provider invoices and ensures the provider gets paid on time.
- has a secure function to allow the individual (or someone acting on their behalf) to easily manage their budget online.
- enables brokers, providers or care managers to manage multiple individual budgets on behalf of people.

- helps local authorities to develop the market in their area.

**shop4support** is a social enterprise, majority-owned by In Control.

The site is developing quickly and In Control invites providers and suppliers to come forward to start to develop their own shop. A series of interactive workshops for providers and suppliers has already begun. We are about to announce dates for the next regional workshops. If you have a serious interest, you can register your details at **shop4support.com** and we will be in contact with you.

# In Control UK

**In Control began in England but there are In Control organisations in Scotland, Wales and Northern Ireland. These organisations are independent but work closely together.**

They have written these reports:

## Scotland

In Control Scotland is now running its second **leadership programme** for local authorities with 11 members (a third of Scottish authorities) and one Community Health and Care Partnership. December 2008 also saw the start of our **change programme** for service providers (19 members).

So, lots of positive activity around Self-Directed Support (SDS). But it's not all plain sailing. Last summer the Scottish Government published revised guidance on Direct Payments, unhelpfully dubbing this 'Self-Directed Support Guidance'.

While the guidance proposes some positive changes to the Direct Payments system, it falls far short of setting out a universal system of Self-Directed Support as described by In Control.

This is confusing. But the more significant issue is that the government's version of SDS is targeted at and restricted to people who will 'take the money'. So, the government makes clear that SDS is **NOT for everyone**. It expects most social care users to continue using 'arranged services'.

In Control Scotland continues to argue for the total transformation of the whole system of social care.

**Read the full report:**

[www.in-control.org.uk](http://www.in-control.org.uk) – visit the Scotland page.

## Cymru

In Control Cymru is working with seven Welsh local authorities: Wrexham, Monmouthshire, Flintshire, Powys, Cardiff, Swansea and Denbighshire.

These Members are working with a variety of social care groups that include: people with a learning disability, older people, those with physical and sensory impairments within adult services and young people in transition. Wrexham, the first Welsh authority to join In Control, has 36 people with a Personal Budget.

In Control Cymru, in partnership with Reach Supported Living and Community Lives Consortium, launched a provider network in December 2008. This network will enable committed Welsh provider organisations to adapt to the new market of Self-Directed Support.

The Welsh Assembly Government recently accepted an invitation from In Control Cymru to join the steering group as observers.

## Northern Ireland

Northern Ireland is welcoming the arrival of Self-Directed Support. There is a growing demand for information and feedback is positive.

The Southern Health and Social Service Board and the Southern Health and Social Care Trust are taking the lead in developing Self-Directed Support. A Project Board and Core Project Team have been established and agreed the first phase of work.

In Control England's John Waters has supported the Finance Design Team to identify the first steps to developing a Resource Allocation System.

**More information about In Control in Scotland, Cymru and Northern Ireland:**

[www.in-control.org.uk](http://www.in-control.org.uk) – homepage.



## 5 minutes with... Simon Temerlies

Adult Service Director, City of London Corporation

**IC NOW!:** Many might think of the City as somewhere people work but don't live. What's the City like from a social services point of view?

**ST:** People do live here – about 9,000. That's a small population but there are advantages: we can walk from the office to any house in 10 minutes or so. There's a strong community feel and I'm probably the only Social Services Director that knows almost all the Authority's service users through our many forums and groups.

But being a small authority obviously limits our purchasing power. It's hard to get economies of scale. So we try to work with neighbouring boroughs and PCTs to overcome this disadvantage. At the moment, we're talking to them about a number of joint commissioning schemes.

**IC NOW!:** What has the City been doing about Self-Directed Support?

**ST:** We built on our successful Direct Payments scheme and created a Self-Directed Support pilot for ten people. Though this was a small number, we were careful to include a cross section of our users. We made sure that older people and people with mental health issues were among the ten, for example.

**IC NOW!:** Did it work better for some groups than others?

**ST:** No. Success wasn't confined to any particular group. It suited some individuals more than others – but it didn't have anything to do with categories. Take older people: some are clear they don't want to direct their own support, and that's fine. But for those who want it, Self-Directed Support is ideal.

**IC NOW!:** Why did you do a trial rather than a total change straightaway?

**ST:** A careful approach worked well for us. We probably invested proportionately more time at the beginning than some other authorities and had few problems as a result.

**IC NOW!:** Being Director probably means you have a lot of competing priorities. How much of a priority is Self-Directed Support?

**ST:** It's one of highest. People are saying they want more control and we're listening. The pilot worked very well and we're committed to extending Self-Directed Support to as many users as wish to be on the scheme.

**IC NOW!:** How does the change feel for you personally?

**ST:** Very exciting. It's also a leap because it goes against our professional instincts that drive us to do things for people. But letting people take the lead in how they get support has really paid off.

**IC NOW!:** What can others learn from your experience?

**ST:** Our main learning was that the more time you invest at the beginning, the better it works. I'm not saying you have to get everything perfect before you start and you do have to get on with it, but good foundations are important.

We had a dedicated care manager and an independent broker. We helped service users to establish their own support group in which they could share problems. Now some of those first people directing their own support are helping the next people. They have become advocates.

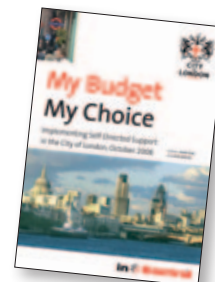
Oh, and if you can get John Waters from In Control to help you, that's a good start.

## My Budget, My Choice

Read the City evaluation:

**www.in-control.org.uk**

– Search and Library – in Control NOW!



If your authority is interested in carrying out a similar evaluation and would like support, contact **john.waters@in-control.org.uk**

## Better law for disabled people, older people and carers

**Law Commission says care laws are 'inadequate, difficult to understand and outdated'**

The Law Commission has signalled an intention to reform the complex mesh of laws that prop up the current adult social care system.

The Commission, the statutory independent body created to keep the law under review, says: *'Adult social care law is in urgent need of reform. The current law is a confusing jumble of conflicting statutes enacted over a period of 60 years, which contain outdated language and discriminatory concepts.'*

**More information:**

[http://www.lawcom.gov.uk/adult\\_social\\_care.htm](http://www.lawcom.gov.uk/adult_social_care.htm)

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