

Report to: **Adult Social Care Scrutiny Committee**

Date: **11 September 2008**

By: **Director of Adult Social Care**

Title of report: **Staff and stakeholder involvement in Adult Social Care (ASC) planning and Reconciling Policy and Resources process**

Purpose of report: **To update Scrutiny Committee on the progress made in staff and stakeholder engagement over the last year.**

RECOMMENDATIONS

The Scrutiny Committee is recommended to:

1. note the programme of engagement and the attached reports and comment on the direction adopted.
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1. Financial Appraisal

	<i>Cost</i>
1.1 The Closer to Home 2007/2008 events cost £28,748 but this was shared 50/50 with the PCTs	£14,374
Closer to Home 2008/2009 events, (<i>to be split as above</i>) estimate	£15,000
<i>Putting People First</i> Staff engagement events May/June 2008,	£20,500
<i>Putting People First</i> Staff engagement events Nov/Dec, estimate	£21,000
Older People's Engagement Day March 2008	£7,110

All these are funded through an identified ASC mainstream Stakeholder engagement budget and through the *Putting People First* Social Care Reform Grant, except the Older People's Engagement Day which was part-funded through the LAA.

2. Background and Supporting Information

2.1 A paper was submitted to the ASC Scrutiny Committee on 13th September 2007 asking members to consider and advise on ASC's approach to stakeholder involvement in the 2008/2009 Reconciling Policy and Resources process. In the intervening year, ASC has followed the planned approach and developed it appreciably further.

2.2 The East Sussex County Council ASC policy steers, the white paper *Our health, our care, our say*, the ASC Three Year Plan and CSCI expectations all emphasise the need for extensive stakeholder engagement. This obligation on us is further stressed in the social care reform protocol *Putting People First* where we must have "mechanisms to develop networks which ensure people using our services and their families have a collective voice influencing policy and provision...it is hoped that every local authority will create forums, networks and task groups which will involve staff across all sectors, people who use services and carers as active participants in the change process".

2.3 User and stakeholder engagement along service provision lines was well established by last year through the joint health and social care partnership boards and their associated user and carer reference groups. The boards lead on the development and implementation of their relevant strategic commissioning strategies.

2.4 Cross-cutting locality based involvement was established in October and November last year with the highly successful joint PCT and ASC *Closer to Home* events. A further follow up event was held in February which consolidated the contributions from the autumn events and confirmed which ideas would be taken forward into formal planning. Full and summary reports of these events are in Appendix 1. A number of key developments have been adopted as a result of the events, for example, the Access and Information project which is looking at how members of the public access joint health and social care information. Another round of events is planned this November to feed into our 2009/2010 planning cycle.

2.5 Involvement of our frontline staff in all stages of the changes required by *Putting People First* is essential and ASC has put considerable energy into this area. ASC management team hosted five staff engagement events for staff in April and May. Team leaders and team representatives were invited to attend and 350 members of staff (about 1/5 of the Department's workforce) were able to participate in one of the events. Staff were invited to discuss their understanding, views and ideas for the changes ahead. Again, summary and full reports of these events are available, Appendix 2. The next round of events is scheduled for November and December.

2.6 The staff engagement events are closely linked, and interdependent with, the council and ASC business planning process from the council plan through to team and individual annual targets. Links are retained between events through the management team news letter, *To the Point*, the ASC newsletter *Brief Encounter* and information on the intranet.

3. Conclusion and Reasons for Recommendation

3.1 Over the past year, we have moved closer to our objective of ensuring that citizens, user and carers, stakeholders and staff have real chance of influencing the detail of ASC provision in East Sussex. ASC will publish deadlines for formal comments on plans but the main emphasis will be involvement in the development of plans and less on the opportunity to comment on well established plans. There is still further to go to develop a comprehensive engagement structure including a formal strategy.

3.2 Scrutiny committee are asked to note the programme of engagement with planning and the attached reports and comment on the direction adopted.

KEITH HINKLEY
Director of Adult Social Care

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Local Member(s): All

Lead Member(s): Councillors Glazier and Bentley

BACKGROUND DOCUMENTS: None

Closer to Home



Joint health and social care planning
and stakeholder engagement

Summary report





The way we provide health and social care services is changing.

There is an increasing emphasis on independence and choice for people who need health and social care services. This is what works best for individuals in need of care services, and follows the direction of national policy.

The opportunity for people to receive care in their own homes, personalised support and local community services is growing. We need to make sure that as we develop new ways of providing these services, we are listening to what people want and need to happen in their own communities.

What were the Closer to Home events?

The Closer to Home events were the first of their kind in East Sussex – with the two Primary Care Trusts (PCTs) and East Sussex County Council Adult Social Care coming together to talk about health and social care issues with people from the local areas.

The events themselves, and the Feedback Event, provided an invaluable insight into what local people want and need from our services. This information is vital to us in prioritising and planning our services for the future.

Five stakeholder engagement events were held in each district and borough of East Sussex during October and November 2007.

Over 250 representatives from Adult Social Care staff, Primary Care Trust staff, carers, voluntary organisations, independent sector providers, service user representatives and district and borough councils were invited to attend across the five events.

Each event concentrated on those who lived and/or worked in the local area where the event was held.

What was said and by whom

Senior managers gave presentations which were followed by group discussions on –

- Joint Strategic Needs Assessment
- Health and Social Care Services
- What does this mean for the local area?
- How do you want to be consulted about planning services in your area?
- Feedback from participants on all group discussions.

What did you tell us?

Participants told us about the gaps in their local services and how we could better meet local need through health and social care services. Participants also told us how they would like us to engage with them and their local communities in the future.

- Over 80 key issues were raised across the five events
- None of the key proposals that were made were rejected

We collected all the written notes from the group discussions and feedback from each of the five events.

All the issues, comments, proposals and suggestions formed a preliminary report for senior managers to view and discuss.



What happened next?

Senior managers from the Primary Care Trusts and Adult Social Care held a dedicated joint senior management meeting. At this meeting, they

- Examined and categorised all proposals
- Identified many specific service developments
- Came up with 3 large scale proposals (which would require further discussion and or specific projects)

Adult Social Care and the Primary Care Trust responded to all of the key issues, detailing how the proposals raised at the Closer to Home events did or would fit in with current or future work.

What happened at the Feedback Event?

A random selection of half of the total participants from the first five events was invited to the Feedback Event. In total, around 60 participants attended the Feedback Event.

Six groups each discussed the three large scale projects –

Information and Access

The purpose of this group was to discuss and comment on a new project brief, designed to address the issues you raised in relation to sharing information and access to information about health and social care services.

Working together more effectively

The purpose of this group was to examine existing areas of work to identify improvements and identify gaps where new areas of work could help.

Community planning and engagement

The purpose of this group was to examine existing groups and mechanisms to identify areas for improvement. The objective under discussion was how to build a sustainable,

regular cycle of community planning and engagement that works

Participants were also encouraged to comment on the service development proposals made in response to the issues raised at the initial events. We collected all the comments to see what participants thought about what we had said, and to see if we had got our direction right.

What we have done with what you have said

One of the projects that came out of the events is the joint Access to Information Project. The first stage of scoping residents' current access to all forms of information related to health and social care is under way. A number of focus groups with residents, stakeholders and staff have already taken place. The second stage will take agreed proposals with the aim of improving access to information for all residents in East Sussex. The project will be completed by the end of 2008.

Looking forward

The Closer to Home events were considered by both Adult Social Care and the Primary Care Trusts to be very valuable, useful and informative. They were an excellent way of hearing from the local community exactly what the local health and social care needs are in that area.

The feedback from participants was that they thought the events were very positive as well. We will be holding the next round of Closer to Home events in November and December 2008.

At the 2008 Closer to Home events, we will be able to tell you more about the progress we have made since the Feedback Event in February, and you can see how what you have told us has made a difference.

If you would like to find out more

There is a full report of the Closer to Home events, which details everything that was said at each of the five events and the Feedback Event. This report is available on the East Sussex County Council website **eastsussex.gov.uk**

You can contact the Primary Care Trusts via their website or by telephone.

Hastings and Rother PCT

hastingsandrotherpct.nhs.uk or call **01424 735600**

East Sussex Downs and Weald PCT

eastsussexdownswealdpct.nhs.uk or call **01273 485300**

If you want to know more about the next Closer to Home events in November and December 2008, please contact **sally.hepburn@eastsussex.gov.uk** or call **01273 481214**

Staff engagement events



Summary report

May and June 2008



What were the staff engagement events?

Five staff engagement events were held across the county during May and June 2008.

The events were an opportunity for staff from across all areas and levels of Adult Social Care to come together, representing their teams, to discuss important issues.

Why did we have the staff engagement events?

It was important to have the staff engagement events for several reasons.

Firstly, it was a response to some clear messages from the 2007 Staff Survey that, among other things, staff would like senior managers to be more visible, and that there was a need for communication and engagement with staff.

Secondly, Adult Social Care has undergone many changes and challenges in the last three years. The Departmental Management Team (DMT) wanted an opportunity to thank staff directly for their contribution during the periods of change. It was also a chance to celebrate the continued improved performance within the department, and the difference that we are making to local people's lives.

The main focus of the first events was how we implement **Putting People First**. We are set for another major change in the way that we deliver social care to people in our community. This is due to **Putting People First**, the new government initiative to transform Adult Social Care. We wanted to be able to have early discussions with staff about what this might mean for East Sussex.

What is Putting People First?

Putting People First follows on from the White Paper *Our health, our care, our say* and

will have a profound effect on the way we provide support to people in East Sussex. Its purpose is to create a system which can respond to the challenges presented by an ageing population, the rising expectations of people who depend on social care for a better quality of life and the increasing number of people with caring responsibilities.

For more information on **Putting People First**, please contact David Liley or log on to the Adult Social Care Intranet page and select the **Putting People First** link.

What happened at the events?

Who attended?

Around 350 staff from all levels and areas of work in Adult Social Care attended across the five events. Spaces were limited, but around 20% of all Adult Social Care Staff (about 1 in 5 people) were able to go to an event, with at least one representative from each team being invited to attend. All representatives were encouraged to discuss the events with their teams before attending, and to feed back to them.

The Departmental Management Team, Keith Hinkley (Director, Adult Social Care), Bev Hone, (Assistant Director, Strategy & Commissioning), Mark Stainton (Assistant Director, Operations) and Rita Stone (Assistant Director, Finance & Business Support) attended the events.

The presentations

Keith Hinkley opened the events with a short presentation, which was followed by DMT members who spoke about the national context of **Putting People First** and what it means to East Sussex.

The group discussions

The **first** mixed group discussion was about "first impressions" of what Putting People First would mean.



After a short video showing some service users' experiences of using Individual Budgets, the **second** mixed group discussion was about "exploring the possibilities" of **Putting People First**. (If you would like a copy of the short video (or the full version by *In Control*), please email sally.hepburn@eastsussex.gov.uk.)

For the **third** group discussion, attendees grouped together in their area of work to discuss "implications for your area of work". Feedback was then given round the table in the mixed groups.

The final mixed group discussion concentrated on "reflections and staff suggestions", including responses to the 2007 Staff Survey.

Keith Hinkley closed the meeting, and there was an opportunity for attendees to informally meet with DMT members and their other colleagues over tea.

What did you tell us?

Participants told us about what they thought Adult Social Care could do and some of the areas that could be addressed in their work areas and across the department to help prepare for Putting People First.

Participants also told us how they would like us to engage with them in the future.

We collected all the written notes from the group discussions and feedback from each of the five events.

All the issues, comments, proposals and suggestions formed a preliminary report. This is also available on the intranet.

If you would like a copy for your team, please contact Sally Hepburn.

What did people think of the events?

The Staff Engagement Events were considered to be very valuable, useful and informative by both management and staff.

The evaluation forms told us that 100% of people that attended thought that the events were either good, very good or excellent. Senior managers were able to hear directly the views of staff, and immediately respond to those views.

Some comments were:

"I found this event extremely useful. Good to talk to others across services. This is an exciting time with lots of challenges which I look forward to being part of."

"I enjoyed the event and found it particularly valuable to discuss the various issues with people from other teams. This enabled me to gain insight and understanding on wider issues. It was also nice to meet the DMT"

"The message needs to be taken forwards on a regular and consistent basis. Including all staff being made to feel of value and worth to the implementation of this agenda."

You can read all the comments made by people who attended by viewing the full report on the intranet.

Looking forward

Five more events are planned for the late autumn, and staff engagement events will continue to be held every six months.

At the next round of staff engagement events, we will be able to tell you more about the progress we have made and what we have done with your suggestions since the first events, and you can see how what you have told us has made a difference.

We will be constantly providing updates on what has happened.

If you would like to find out more

There is a full report of the staff engagement events, which details everything that was said at each of the five events. This report is available on the Adult Social Care Putting People First intranet page.

If you want to know more about the next staff engagement events in November and December 2008, please contact:

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