

Thurrock Coalition



www.thurrockcoalition.co.uk

Informing the Thurrock Council Peer Challenge – October 2013

Introduction

Thurrock Coalition offers advice and support for disabled and older residents of Thurrock and their carers. We are a wide network of individuals and groups aiming to inform people about their rights and entitlements and to improve the quality and choice of services that might assist them.

What is a Peer Challenge?

Following the removal of national targets and assessments, councils are working through the opportunities and challenges of self-regulation, improvement and innovation in adult social care.

The Local Government Association (LGA) is working with partners to develop a programme for sector-led support in adult services.

The peer challenge process aims to help local government to help itself to respond to the changing agenda for adult social care. Undertaken from the viewpoint of a friend, albeit a 'critical friend', peer challenge allows a team of people who understand the pressures of running a local authority to review the council's practices in a challenging but supportive way. It includes:

- An assessment of current achievements.
- Provides recommendations of how further improvements can be made.¹

Thurrock Coalition was invited to play a key role in informing the upcoming Thurrock Council Adult Social Care Peer Challenge. To this end, Thurrock Coalition designed, developed and facilitated a number of "Pre Challenge" Focus Groups in order to engage Citizens of Thurrock, people who use services, parents, families and voluntary sector colleagues to explore and discuss Thurrock Council's progress in terms of the Transformation agenda and the Building Positive Futures programme in a solution-focused manner.

¹ Definition of "Peer Challenges" taken from: http://www.local.gov.uk/peer-challenges/-/journal_content/56/10180/3511083/ARTICLE

What is Building Positive Futures?

Building Positive Futures is the transformation programme for adult health and well-being services in Thurrock. It aims to reduce demand by impacting upon poor health and well-being by improving housing.² We need to stimulate communities to build on their strengths and shift emphasis away from dependence and towards resilience. This is a risky and challenging enterprise but the economic and social cost of failure is providing the necessary stimuli to succeed.³

In the wider context of personalisation, the programme aims to develop reciprocal relationships with people who use services at the centre of the process as Citizens and Participants in their own communities. The programme will focus upon peoples' strengths (rather than deficits or problems) and will genuinely work together and alongside communities, providing support in an early intervention and preventative manner in order to avoid crises. Work on the programme has already begun and consists of several elements, including:

- Training awareness across Adult Social Care Staff
- The Rapid Response Assessment Service (RRAS)
- The Adult Social Care Re-ablement Team
- Increasing awareness of the availability of Telecare Services
- Introduction of 4 Local Area Co-ordinators (LACs) in Thurrock
- Introduction of Asset Based Community Development (ABCD) in Thurrock
- A greater emphasis upon Community based solutions for Thurrock Citizens
- Continued Co-Production with the Voluntary sector in Thurrock. As the User-Led Organisation (ULO) for Thurrock, Thurrock Coalition has actively contributed to work streams, held events, consultations and workshops with key strategy input, influencing and shaping policy and practice. Such work streams include issues around sensory impairment awareness and services, building the capacity of the Thurrock Partnership Boards, as well as various strategies including: housing, transport, transition, autism, workforce planning, informing the Adult Social Care Assessments "Journey", advocacy, welfare reform, employment, sport and activities for disabled people in Thurrock.

It is within this context that the Pre-Challenge Activities were framed.

Recommendations and Next Steps

a) This report will serve to inform the Peer Challenge site visit scheduled for November 2013, by highlighting key themes and suggested actions that emerged from the 4 focus groups through a Citizens' assessment of current achievements within Adult Social Care and recommendations for further improvements for the

² "Building Positive Futures: Making the case for timely intervention", Billingham, L. August 2013. p.2.

³ "We do not have enough high-quality housing for older people" Billingham, L. 26/9/13. Available at: <http://www.theguardian.com/social-care-network/2013/sep/26/not-enough-high-quality-housing-older-people> Accessed on 18/10/13.

Programme.

b) Thurrock Coalition will work closely with Thurrock Council's People Directorate to provide feedback on the Pre Challenge Activities.

c) Thurrock Coalition will help to ensure that any resulting actions from the Peer Challenge effectively and accurately reflect the consultation feedback and includes the views of individuals, their parents, families, carers and voluntary sector colleagues.

d) Thurrock Coalition will continue to support and strengthen the partnership between local government and the people of Thurrock.

Solution focussed standard setting

Attendees were asked a series of questions (each dealing with a different aspect of the transformation agenda) and were asked, through group discussions, to scale and agree two outcomes: one would be awarded 10 out of 10 (an 'ideal world' outcome) to provide a benchmark for future development and the second outcome would score Thurrock Council Adult Social Care in the context of achievements to date.

Feedback was provided through the views and experiences gathered on the day. The Operational Outline utilised for each of the Focus Groups can be found in the appendices of this report.

In preparing this report we have noted the Think Local Act Personal Report entitled: "Making It Real: Marking progress towards personalised, community based support" including the key themes, criteria and series of "I Statements."

As the User-Led Organisation (ULO) for Thurrock, and in co-production with individuals, carers, families and Workforce Development staff at Thurrock Council, we developed Thurrock-specific outcomes in terms of Adult Social Care. These outcomes now appear across Thurrock Council Strategies and are reproduced below:

Outcomes identified by residents from Workforce Planning Consultations

Preferred outcome –

I feel I have choice and am in control of the services I receive and they meet my needs

Preferred outcome –

I feel I have been listened to and understood and am in control of the assessment process

Preferred outcome –

I feel confident that social care staff know what they are doing. Social care policies are clear and understood by everyone.

Preferred outcome –

I feel all relevant information about me is shared appropriately and with my knowledge.

Preferred Outcome –

I understand what is available to me both in my community and from health and social care.

Preferred outcome –

I feel recognised as an individual, able to make decisions for myself and my own contribution to society

These Outcomes broadly correlate with the feedback from the 4 Peer Challenge Focus Groups and as such, should be read in conjunction with the findings in this report.

Findings

Assessment of current achievements

Attendees recognised that the **relationships and structures are in place but are not yet ready/prepared**. There is a need for embedded, **widespread and consistent knowledge of and by staff, (including LACs), at all levels of the Council in terms of the transformation agenda**.

Relationships with the **voluntary sector are active, strong and well nurtured but can always be strengthened**. Adult Social Care is embracing the ambitions and principles of the transformation agenda and is **moving in the right direction**.

Voluntary Sector Organisations develop their own networks and contacts alongside individuals as Experts by Experience. People tend to only access the Council or Statutory services in time of need or often contact/seek assistance from the voluntary sector in the first instance, **links with and publicity for funding opportunities from all sources for the voluntary sector should be strengthened**. The transformation is being encouraged by the Council but is not yet embedded. It is important to recognise and implement the principle that through Co-production with the voluntary sector, the opportunities to commission community-led outcomes are paramount and should be championed. Commissioning practices should be local and not global, so that people and community partners are included, involved and can contribute to changes in a meaningful manner.

Adult Social Care does recognise individuals as Experts by Experience and values their views. However, **more needs to be done to encourage, welcome and consider user-input, suggestions and individually developed solutions**, to favour flexibility and not to fall foul of bureaucracy. Attendees stated that **they had a voice and felt listened to because they were connected to various groups and networks**, they noted increased inclusion, involvement and consultation with tangible outcomes on issues such as sensory services, staff training (workforce planning), housing, transport and the Thurrock Partnership Boards since 2010.

Recommendations for Future improvements

A number of key principles emerged on the day, around the need for **increased sharing of information and knowledge**, people knowing **where community resources are based in the borough in order to source their own solutions, and able to find out information about such solutions**, to keep information up to date and easy to understand for everyone.

People should be involved at all stages and be able to review progress towards transformation for this to be effectively implemented in a meaningful and sustainable way. There are **still barriers to full realisation of the agenda throughout the Council**. There is a perception of a lack of awareness of activities and initiatives between Directorates, which operate in silos. Each Directorate should look at the transformation agenda. For the transformation to work, it **should be adopted at corporate level and made mandatory**.

Key Principles and Actions:

We have consolidated these findings into the following Key Principles.

<i>1) Strengthening, embedding and reviewing the structures and relationships necessary to build and sustain good communities.</i>
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This can be achieved through:

- a) More consistent and overarching workforce knowledge of the transformation programme and wider community networks.
- b) Further strengthening and nurturing of voluntary sector relationships through intelligent commissioning (including support to emphasise the importance of early intervention and prevention).
- c) A re-focusing of Personalisation recognising individuals as Experts by Experience, ensuring on-going active co-production and support for individually developed solutions, particularly in the context of the flexibility of Direct Payments, recognising that Direct Payments exist in lieu of outcomes, not hours.

d) Council-wide realisation, adoption, implementation of the transformation agenda as necessary good practice.

2) The communities and partners in Thurrock understand and embrace Thurrock Council's chosen model of asset based community development (ABCD).

This can be achieved through:

a) Running a public engagement/awareness programme about ABCD and LAC, on a rolling basis, using public spaces, social, print and electronic media to enable communities and partners to fully understand and to trust the model, being involved in its' development in a co-productive and integrated, inclusive and participative manner.

3) Community partners and people who use Council services understand, embrace and feel included in the change.

This can be achieved through:

a) Disseminating information about the change through all networks (formal and informal) and across the wider council. Providing a means for people to make contact and check their understanding and to ensure they feel included.

b) Providing an opportunity for public reflection and review of the transformation agenda/change, to enable people to see the benefit influence and impact of the change.

4) Providing sufficient opportunity for community and user challenge and sourcing evidence to demonstrate the effectiveness of user challenge.

This can be achieved through:

a) Providing and signposting to one place for communities and users to go and challenge. Moving away from a "call centre" style stock response. (Perhaps through Thurrock Coalition, the User-Led Organisation for Thurrock). Ensuring that the corporate complaints structure is clear and works.

b) This would allow people to feel that they've been listened to and can see the change as a result of the challenge and feel comfortable in challenging in the future.

c) Ensuring that people know how and when to challenge. (Perhaps through Thurrock Coalition, the User-Led Organisation for Thurrock).

d) Ensuring that assessments are person-centred and any challenges and corrections are welcomed and actioned by the Social Care workforce.

e) Ensuring that the Thurrock Council website is clear and provides clear explanations of the routes for challenge. Individuals must be enabled to talk to real people and get a call back and a response to a challenge.

5) The way in which the Council are developing services supports and reflects the principles of co-production and engagement.

This can be achieved through:

a) Involving users and interested partners early on in strategic, consultation and commissioning exercises, so that they understand the work and design of any new service and feel engaged in the processes and the services meet peoples' needs.

6) Community networks / initiatives enhance people's ability to cope with difficult circumstances.

This can be achieved through:

a) Enabling people to speak to someone who gives them 100%. They then feel able to cope because they have someone who can help/assist/support them.

b) Publicising the local networks and ensuring they are readily accessible for everyone.

7) The right relationships are in place to deliver this change.

This can be achieved through:

a) Increasing contact with staff members who can provide the information that people need. Ensuring that staff members know where services are and how people can use them, the services would then be effective and delivered quickly.

b) Providing individuals with a named person and contact number, to provide choice and suggested personalised solutions.

c) Design and distribution of a flowchart/map of the journey so that individuals know where they (and the Council) are along the "journey".

d) Informing people of services through the existing relationships. Use of various media and communication would happen throughout Thurrock. The Council would talk to organisations more often to distribute information to the whole community. For example, Hubs and Community places such as – GP's, supermarkets. All media would be accessible to the widest possible community. Staff would have wider community relationships at all levels, there would be better staff training, media education, and writing in easy plain English . Relationships with adult social care and

healthcare would then be better and joined up with the job centre and community forums so that crises can be avoided.

e) Provision of information in many different formats, perhaps a newsletter. Creation of a “Community Contacts Card” for all residents to use as an alternative to contacting the Council.

g) Full training for staff and improving communication between different teams, building excellent working relationships, signposting and information sharing.

8) The Local Area Coordinators (LACs) are well understood, embraced and valued in the communities where they are based.

This can be achieved through:

a) Mainstreaming and publicising the LAC initiative so people know who, why, where they are located and what they do. In addition this publicity should cascade through the Council so that all Council staff are equally aware and informed about LAC across all Directorates.

b) Equipping the LACs with knowledge and awareness of events, with an active public profile and the means to be easily contactable by phone, mobile and email.

c) Allowing the initiative time to embed and recruiting the full number of LACs with full training, and the resources and time to settle in and do the job. The “who, what, why” and the remit of LAC in Thurrock would then be accepted and trusted.

d) Increasing, supporting and refreshing LAC awareness of Community needs, strengths and potential for further support. LACs would then be able empower the Community.

9) Community partners and people who use Council services feel they have a voice, will be listened to and that decisions and plans are guided by their aspirations.

This can be achieved through:

a) Listening to and hearing the Voluntary Sector and people who use services in the design and implementation of services based upon what people want.

b) Encouraging all groups and individuals, enabling and recognising them as Equal Value Partners of equal voice.

c) Providing the space/forum for community partners and individuals to contribute and make an effective difference, leading to change that can be seen, people would be comfortable to discuss aspirations and these would be recognised, noted and met whenever possible.

10) The ambitions, principles and plans for the way in which the council want to change signed up to and promoted across the wider council.

This can be achieved through:

- a) Practical implementation of the ambitions, principles and across the whole council.
- b) Ensuring that all staff would be aware of it, and are capable, clear, knowledgeable and able to communicate it to people on a daily basis in plain English.
- c) Valuable staff members (particularly those in a public facing role at reception) should be recognised and encouraged and championed for their work in supporting, signposting and assisting people who approach them for assistance at the Civic Offices. It should be noted that a great number of participants in the focus groups expressed praise and gratitude for the approachability of and help provided to them by Anita at the Civic Offices reception.

11) Communities and individuals are encouraged and enabled to harness local resources and expertise.

This can be achieved through:

- a) Encouraging and supporting everyone in Thurrock to access and use information and knowledge which would be accessible in all formats. People would then be confident in accurate, up to date information. There would be wide publicity, keeping people up to date, enabling them to use the resources and be guaranteed a resolution.

12) The council recognises that communities and people have assets, not just problems.

This can be achieved through:

- a) Recognising that people and communities have strengths, not just problems and supporting people to look for creative solutions.
- b) The Council becoming adept at recognising an individual's success in managing their own lives, and the council would help when people are struggling. It's all about achieving a balance.
- c) Valuing, recognising and supporting strong community forums.
- d) Recognising people as individuals, able to exercise choice and control and use their strengths to be valued and utilised by Thurrock Council and the wider community, the focus would move completely away from deficits to strengths.

Conclusion

It is hoped that the feedback, *Key Principles and Actions* detailed in this report highlight areas of current achievements as well as recommendations for further improvements and development at Thurrock Council for the benefit of citizens of Thurrock, their families, carers and community networks.

We suggest that this report be read alongside and in conjunction with the document entitled “Thurrock Coalition - Informing the Workforce Planning Strategy for Thurrock” – available at: <http://www.thurrockcoalition.co.uk/Reports/>

Thurrock Coalition – October 2013

Question	Assessment of current achievements (Score out of 10) Verbatim Feedback	Recommendations for further improvements: (What a “10 out of 10” score would look like) Verbatim feedback
<p>1. We wish to change the way in which we support people by involving users far more. Is the ambition, focus and pace of building good communities right?</p>	<p>1/10 - One dept. not speak to another, people don't have the knowledge or know about the transition.</p> <p>5/10 - Not enough notice of events. Provider staff not sharing community information. Lack of communication. Not sure what the changes are.</p> <p>4/10 - Who are “the communities”? Open out the complexes – not seen it work yet What about people already in situation Changes focus on new people Assisted bin collection</p> <p>5/10 - Peoples quality of life is poor if they have a sensory impairment. It's all about “critical” Down to the individual Not sure what I could have Not signposted Courage to go but didn't know what a hearing loop was</p>	<p>Efficient, confidence, reassuring, council staff are clear and educated. You can see things change.</p> <p>The changes are well promoted and everyone is involved. We understand what the ambition is not too fast and not too slow and is planned.</p> <p>The pace is right and people understand building good communities.</p> <p>Reality meets ambition Everyone is involved and agree what a good community looks like Information is available and accessible Need matched with the user / what's available</p>
<p>2. How well do the community and partners understand and</p>	<p>1/10 - We are lost and don't want to have the arguments. Not enough information in the community.</p> <p>0/10 - We don't know about it.</p>	<p>Representing us, unbiased, we fully understand and to trust it and have a role not done to integration.</p>

<p>embrace our chosen model of asset based community development (ABCD)?</p>	<p>4/10 - Ockendon hub has a council culture Not person centred. Foot fall not as good Community hub. Needed a room for an A.A forum. Need confidential space People don't have the information Needs to be put out in layman's terms Aspiration is good</p> <p>3/10 - Council staff are not trained and do not have the "Anita" effect We live the model but didn't know it (community) Partners do have some knowledge</p>	<p>We fully understand ABCD and are involved in its development. We work as a team.</p> <p>We understand ABCD and are involved.</p> <p>We understand and embrace it</p>
<p>3. Do community partners and people who use our services understand, embrace and feel included in the change?</p>	<p>0/10 - We have no idea or understanding or what's happening.</p> <p>5/10 - Depends on the change. Need to see all of them. Who decides what is relevant or who gets the information?</p> <p>5/10 – Depends on the change - I'm on the forum board but don't feel included People are resistant to change. Wait for it to happen and then complain People like to be included in planning consultation On-line consultation cannot always be filled in</p> <p>4/10 - Feels like shaving not shaping (of services) Change as a result of ££ e.g. community hospital Not told about the change – "transformation newsletter" suggestion</p>	<p>We are not discriminated against. We have understood the change and feel included.</p> <p>People understand the change and are included.</p> <p>We understand and like the change and feel included</p> <p>All aware and agree the change Could see the benefit</p>

<p>4. Is there sufficient opportunity for community and user challenge and is there evidence to demonstrate how effective this is?</p>	<p>5/10 - We have to tell the presentation/challenge to lots of different people, the change has not justified – Transformation has been going on for 15 years. They have not learned from past mistakes</p> <p>3/10 - Letters back from Council require a law degree to be able to understand. We don't get any feedback. Website doesn't tell us anything. Not sure where the member surgeries are – web is out of date. This is GENERIC not just social care.</p> <p>5/10 - Feeling of being fobbed off – home care not flexible e.g. time to go to bed Where was the community involvement in choosing the new providers or even service users “Sensory confrontation” – was good. Lots of information. Worked Where is the voice of older people that has changed something?</p> <p>6/10 - Corporate complaints collate information The U.L.O is involved in a lot of consultations which is good Equality impact assess BEFORE the change and then demonstrate what they've done different “You said... we did” is effective.</p>	<p>One place to go and challenge. Not a call centre response. We feel we've been listened to and can see the change as a result.</p> <p>We know how and when to challenge. The website is clear and gives us the routes. We can talk to real people and get a call back. We see a response to our challenge.</p> <p>Be able to complain and see a change As a result user feels comfortable in challenging Assessment challenge and corrections are normal Corporate complaints structure is clear and works</p>
<p>5. Does the way we are developing services support and reflect the</p>	<p>-1/10 (Particular issue) - The budget changed down before the agreed commission could happen. Commissioning in Thurrock is strategic (global) but our problems are local. Not seeing local communities' individual needs.</p>	<p>Genuine officers working alongside us, mean what they say, listen to us with mutual respect and understand local issues and offer positive compromise attentions that is for wellbeing and can be delivered.</p>

<p>principles of co-production and engagement?</p>	<p>Not always been involved –7/10 E.g. LAC interviews.</p> <p>5/10 - Do it in language people can understand Reablement team just arranged to be developed... not always co-produced. Still “done to” Works as people can’t stand it so cancel! 3rd sector lead – council takes credit Could the council follow them</p> <p>6/10 - Let’s talk events, Coalition events - Housing Hurdles, Sensory event, Assessments event, sports event. How well do people know? Health – influencing is HARD?!</p>	<p>We’d understand the work and design of new service, feel engaged.</p> <p>People are involved, the services meet our needs</p>
<p>6. Do key community networks / initiatives enhance people's ability to cope with difficult circumstances?</p>	<p>5/10 - The council did not know of alternative solutions. People who can’t read are left out. Anita knows all the answers and she is just the receptionist! Thurrock is very “local”... They can make up their own rules (e.g. housing local connection time) but the cabinet/members culture is you are not local if not born here. They are not impartial.</p> <p>7/10 - When you know they are there. But they need more funding to increase their capacity</p> <p>7/10 - If you know it’s ok. ASC – calling and told to “wait 6 weeks” – no hot water Community solutions don’t know...but... Community sector does – serving network Thurrock is rich in voluntary services Council are aware but don’t tell people...</p>	<p>I was able to speak to someone who gave me 100%. I feel I could cope because I know someone who could help me. We were able to open the council officers’ minds to new ideas. We know the networks and can access them easily.</p> <p>Yes! People are able to access them and know what they do</p>

	7/10 - Still there in spite of the Council	
7. Do we have the right relationships in place to deliver this change?	<p>7/10 - Not bad, getting there, out to more community Would not know about the change if we weren't involved in Thurrock Coalition First port of call – should improve communications Relationships are right but need to build upon them We feel listened to and can see change but relationships could be wider in Thurrock</p> <p>4/10 - Governance, managers, officers. Good, approachable, outreach. If we weren't on the committees I don't think we would know. Structures not ready – only just started. Staff in place, not knowledgeable (yet). Knowledge, vision = watered down as get to the shop floor. Going in the right direction. Share the vision.</p> <p>6/10 - Messy, but improved – better collaboration Services there – funding lost – not replaced Beehive – here, useful if you know where it is Small, unitary – everything should be under one roof Not organised Funding there but not advertised</p> <p>3/10 - Knowledge of each other in the Council Website out of date Information sharing Joined up thinking Lack of community service knowledge Need to integrate and be proactive</p>	<p>We would know which staff members we need to know to get the information we need, where services are and how to use them, and the services would be effective and delivered quickly. There would be a named person and contact number, we would have choice and receive personalised solutions – We would have a flow chart/map</p> <p>People would be informed of services through the existing relationships. Use of various media and communication would happen throughout Thurrock. The Council would talk to organisations more often to distribute information to the whole community. For example, Hubs and Community places such as – GP's, supermarkets. All media would be accessible to the widest possible community. Staff would have wider community relationships at all levels, there would be better staff training, media education, and writing in easy plain English . Relationships with ASC and healthcare would be better and joined up with the job centre and community forums so that crises can be avoided.</p> <p>The relationships would be perfect; there would be enough organisations around to meet</p>

	<p>Do and need to work on it Pass the buck</p>	<p>need. There would be enough resources, and maximum involvement.</p> <p>Information would be available in many different formats, perhaps a newsletter. There would be a “Community Contacts Card” for all residents to use as an alternative to contacting the Council.</p> <p>Staff would receive full training. There would be good communication between different teams, excellent working relationships, signposting and information sharing and signposting</p>
<p>8. How well understood, embraced and valued are the Local Area Coordinators (LACs) in the communities where they are based?</p>	<p>3/10 - In place, scratched the surface. So many connections. Time to embed, more training. Viable/sustainable – a year is not long enough, measurable success?</p> <p>4/10 - Not well known, potential for Big Change Should have awareness at corporate level Should visit the forums and certainly the IAG People don't know where they are Is four enough? Is a year, long enough? More support, more backing</p> <p>N/A 0/10 - New service – not reasonable to expect that people would know about them already Where, who, what, remit CST knowledge internal / external knowledge</p> <p>1/10 - Useful? Not long enough – too new – not embedded</p>	<p>The Local Area Co-ordinators would be valued, understood and the community would know where, who, when and how to contact them. The LACs would have knowledge and awareness of events, with an active public profile and would be easily contactable by phone, mobile and email.</p> <p>The full number of LACs would be in post with full training the resources and time to settle in and do the job. The “who, what, why” and the remit of LAC in Thurrock would be accepted, trusted. LACs would be aware of Community needs, strengths and potential for further support. LACs would empower the Community. All Council staff would be equally aware and informed about LAC across all levels</p>

	<p>Waste of £ If you're not in need of services, you won't be interested Training Unfair to score</p>	
<p>9. Do community partners and people who use our services feel they have a voice, will be listened to and that decisions and plans are guided by their aspirations?</p>	<p>6/10 - They listen but may not always cascade down. Well intentioned, moving in the right direction, making progress. Listening to 3rd sector organisations. Should consult more. Linking individuals with groups as experts by experience.</p> <p>8/10 - Community Partners – listened to, there is accountability. Issues are taken and actioned sometimes / most of the time – good police and CSP effective working relationship – good, affecting change.</p> <p>4/10 - Community partners – talking, consultation – more voice – but fore gone conclusion Individual – cut and dried Honesty – options available – 1,2,3 – pick one Hearing and listening is important We have more of a voice now Groups – involved – more voice than individuals Knowing how to take action Tweaking things that don't work</p> <p>4/10 - In practice – doesn't happen – not enabled to write own assessments Listen – write the assessment – get you to sign it Have to seek help in order to be heard Low end staff don't help / listen – have to go higher Listen, we have a voice, not consistent – aspirations too theoretical</p>	<p>The Council would listen to the Voluntary sector and people who use services in the design and implementation of services based upon what people want. All groups and individuals would be encouraged, would have equal voices would be equal value partners.</p> <p>The Community would be Equal value partners, listened to, and their voice would be heard and listened to the first time Community partners and individuals could contribute and make an effective difference, leading to change that can be seen, people would be comfortable to discuss aspirations and these would be recognised, noted and met whenever possible.</p>

	Lack of communications	
10. Are the ambitions, principles and plans for the way in which we want to change signed up to and promoted across the wider council?	<p>2/10 - ASC aware, working towards it, not known throughout the council- council – wide – operate in silos. Housing – lack of awareness of what each dept. is doing. Even within ASC procedures – public facing. Know but don't implement. Procedures are obstacles – e.g. referrals, assessments too prescriptive. Housing sub depts. Too independent of each other – house aerials/insurance, council policy on this/planning rules. Principles align with social care policies – expect ASC to take the lead. Directorates – look at the wider agenda – Chinese walls. Training – Day in each directorate for new starters.</p> <p>5/10 - Are the coalface / ground level staff enabled to discuss the impact, implications (of transformation) for staff and individuals? Is the AD talking directly to Senior Managers and assessors and relevant staff across the Council? – briefing to affect the change? For ownership – need to be connected, involved, included in the change – dialogue.</p> <p>3/10 - No inter-dept communications / no info sharing On ground need more knowledge – local councillors? Lack of awareness of the policy? Future impact – brilliant Good ideas – implementation</p> <p>3/10 - Not across the wider Council Only ASC Lack of knowledge across council</p>	The ambitions, principles and plans would be practically implemented across the whole council. All staff would be aware of it, capable, clear, knowledgeable and able to communicate it to people on a daily basis in plain English.

	<p>Homelessness dept – agency – knowledge Training, awareness Deliverable – timescales Do frontline staff know about the change Performance – related pay</p>	
<p>11. Are communities and individuals encouraged and enabled to harness local resources and expertise?</p>	<p>4/10 - Orgs develop own networks, and databases some awareness and encouragement. Go to other orgs/groups first rather than the council. Approachability? (lack of) – get the right answer from 3rd sector. Encouraged vs. enabled – not quite.</p> <p>6/10 - Resources / expertise are here, sharing information in the communities – will improve with the LACs Could be more encouraged Assessment staff should go the extra mile to find, contact and refer (both ways) to 3rd sector / LACs Include LACs whenever possible. Starting to recognize experts by experience.</p> <p>5/10 - One stop shop – if you know where to go, you're fine. Hubs – mainly in the right direction but feels Council led. A work in progress. Needs to be a living process – flexibility towards improvement of well-being</p> <p>3/10 - Encouraged? No – house / access / limitation Enabled to harness resources? No - need better distribution / marketing / PR – community gathering points – directory or CST</p>	<p>Everyone would be encouraged and supported to access and use information and knowledge which would be accessible in all formats. People would be confident in accurate, up to date information. There would be wide publicity, keeping people up to date, enabling them to use the resources and be guaranteed a resolution.</p>

<p>12. Do we recognise that communities and people have assets, not just problems?</p>	<p>6/10 – ASC does recognise individuals as experts by experience and value views e.g. care needs. Constructive suggestions sometimes viewed as negative complaints. Individually developed solutions not always given adequate considerations. Should be more open to the flexibility to personalisation and not fall foul of bureaucracy.</p> <p>7/10 - Want to involve community and family members – acknowledgement and awareness of value and instrumental importance of carers.</p> <p>Success isn't yet recognised in assessments Highlighting what people can do shouldn't count against people if committed to developing preventative and early intervention services which complement the LAC initiative</p> <p>7/10 - Recognised community spirit in Tilbury and South Ockendon Forms e.g. Blue Badge forms don't recognise strengths Calling the CST People feel that if they're too positive, they won't get assistance Telephone assessments – deficit model – individuals In person – wider understanding of needs Looking for strengths so don't have to give a service Council recognises Supportive Active forums – band around Issues longevity – harder worker Independent spirit Community assets? – JSNA? Councillors – forums really do try</p>	<p>The Council would recognise that people and communities have strengths, not just problems and people would be supported to look for solutions.</p> <p>The Council would be adept at recognising an individual's success in managing their own lives, and the council would help when people are struggling. It's all about achieving a balance.</p> <p>Strong community forums would also be valued and recognised.</p> <p>People would be recognised as individuals, able to exercise choice and control and use their strengths to be valued and utilised by Thurrock Council and the wider community, the focus would move completely away from deficits to strengths.</p>
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	<p>1/10 – No, people are pushed down – don't realise they have strengths Communications between council and the third sector are good But assessments are still not positively focused People with strengths are not encouraged Not always recognised as experts by experience Recognised levels of independence Shopping sometimes doesn't come every week Frightened to appear strong / normal</p>	
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Thurrock Coalition

Thurrock Council

Peer Challenge

Pre-Challenge Activities Operational Outline

Outline

Who?

Delivery by Thurrock Coalition, with support from Thurrock Council Officer(s)

Audience:

- People with direct and indirect experience of Adult Social Care in Thurrock, inclusive of all Protected Characteristics from across Thurrock Coalition networks
- Professionals (Third Sector Groups (including CEOs)) working with/alongside Thurrock Council and other Partners

What?

Format

- 4 plus 2 format – 4 focus groups (3 hour sessions) in September 2013.
- Peer Challenge Site visit – w/c November 18th 2013 – with 1 Special TDN forum to take place during one of the site visit days. (Morning Session – People, Afternoon Session – Professionals/Key Partners)
- 1 Summary/Re-affirmation event “You Said, We Did” – January/early February 2014

Focus Groups (3 hours each , including 2 x 15 minute breaks) 10am-1pm / 2pm-5pm

Introduction to cover background and context of the Peer Challenge:

1. Better Health & Well-Being

- Where Now?
- Where Next?

2. Improved Housing & Neighbourhoods

- Where Now?
- Where Next?

3. Stronger Local Networks

- Where Now?
- Where Next?

Discussions then move on to address:

1. We wish to change the way in which we support people by involving users far more. Is the ambition, focus and pace of building good communities right?
2. How well do the community and partners understand and embrace our chosen model of asset based community development (ABCD)?
3. Do community partners and people who use our services understand, embrace and feel included in the change?
4. Is there sufficient opportunity for community and user challenge and is there evidence to demonstrate how effective this is?

5. Does the way we are developing services support and reflect the principles of co-production and engagement?
6. Do key community networks / initiatives enhance people's ability to cope with difficult circumstances?
7. Do we have the right relationships in place to deliver this change?
8. How well understood, embraced and valued are the Local Area Coordinators (LACs) in the communities where they are based?
9. Do community partners and people who use our services feel they have a voice, will be listened to and that decisions and plans are guided by their aspirations?
10. Are the ambitions, principles and plans for the way in which we want to change signed up to and promoted across the wider council?
11. Are communities and individuals encouraged and enabled to harness local resources and expertise?
12. Do we recognise that communities and people have assets, not just problems?

For each of the above questions – Breakout Groups to address:

1. What is your individual experience?
2. Cluster into “Themes”
3. Write a Positive Outcome from the clusters
4. Agree a 1-10 score for the Outcome
5. Write down what this looks like
6. What does one more (+1 score look like)?
7. AOB – What question would you like to ask the Local Authority?

Why?

- To offer a timely, genuine and significant opportunity for external testing of current achievements, areas for development and capacity for transformation and change. The Peer Challenge will also inform the work around the further development of Thurrock’s Local Account.

Where?

- The Beehive Community Resource Centre, Grays

When?

- End of Quarter 2/Beginning of Quarter 3: Focus Groups - September 2013 followed by site visit in November 2013. With follow up event in January/February 2014.