

Putting **People First**

Transforming Adult Social Care

Communications toolkit

An informative guide for Communications Leads to plan and implement successful communications around Putting People First



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Welcome

Welcome to the Putting People First communications toolkit.

This toolkit is a practical resource to help you promote Putting People First (PPF) among stakeholders involved in the personalisation of adult social care. Aimed primarily at local authority Communications Leads, it will also be useful for people leading transformation who have been appointed to implement PPF at local level.

About Putting People First

Putting People First (PPF) is a national programme to improve people's experience of adult social care. Launched in 2007, PPF is a commitment to make sure anyone who needs care and support can exercise choice and control to live their lives as they want.

PPF puts people at the heart of the decision-making process. It enables them to identify their needs and make choices about their support. It's all about delivering high quality services tailored to individuals' wishes, and ensuring better health and well-being for everyone, including families and carers.

Delivered by partners from central and local government and across the sector, PPF is a unique programme whose ultimate goal is the transformation of adult social care.

The four key components

The Putting People First programme is made up of four key components. These are:

- **Universal services:** ensuring that anyone who requires care and support can find the services they need in their community – services such as transport, leisure, health, education, housing and access to information and advice
- **Preventive services:** supporting people who need a small amount of help, or help for a short period of time, to prevent more problems arising
- **Choice and control:** shaping services to meet people's needs, rather than shaping people to fit the services on offer
- **Building social capital:** developing relationships and networks of care and support between individuals, their carers and the local community (friends, family, neighbours or community groups).

These four interdependent themes need to be in place to support the transformation of social care in England.

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Key PPF targets and milestones

The Department of Health (DH) has agreed with Association of Directors of Adult Social Services (ADASS) and the Local Government Association (LGA) that there are five key priorities during the first phase of transformation (by 2011):

- That the transformation of adult social care is developed in partnership with people who currently need care and support (both public and private), their carers and other individuals who are interested in these services
- That a process is in place to ensure that all those eligible for council funded adult social care support will receive a personal budget via a suitable assessment process
- That partners reinvest in cost-effective preventative interventions that reduce the demand for social care and health services
- That people receive information and advice about how to identify and access local options to meet their care and support needs

- That people who need care and support experience a broadening of choice and improvement in quality of care and support service supply.

In order to measure progress at key stages of the transformation process, certain milestones have been identified by the ADASS and the LGA.

The milestones relating to communications about PPF are:

- That communication has been made to the public, including all people who currently need care and support, and to all local stakeholders about the transformation agenda and its benefits for them
- That the move to personal budgets is well understood and that local people who need care and support are contributing to the development of local practice
- That the public are informed about where they can go to get the best information and advice about their care and support needs.

Communicating PPF

Communication is crucial to the success of PPF. If we are to make progress in the transformation of social care, we need to raise the profile of PPF among key stakeholders and the public.

Three key groups, (care providers, social care teams and councillors), were prioritised following consultation with stakeholders. They need to know how they can play their part, or how they can support the introduction of personal budgets and the creation of bespoke services to meet local needs.

Stakeholders also need to know about the benefits that personalised care can bring to people who need care and support, carers, families and communities.

To this end, we need to raise awareness of the positive difference that PPF can make: or – how it enables people to receive the right care and support at the right time, and exercise greater choice and control in their daily lives.

Local authority influencers and decision makers also need to be clear how their support is vital to the overall success of the programme.

And this is where you come in. Through targeted and engaging communications, you can help to inform and inspire key players in the field, thereby enabling the transformation of adult social care services. You also have a key role to play in communicating PPF to the local public, including current and prospective users of services and their families.

PPF communications activity

To complement and support your local efforts, the PPF communications team is planning a round of trade media activity for May and June 2010. This activity will announce the launch of the programme website and communicate the key benefits of PPF.

They will also be connecting with stakeholders via relevant community and industry newsletters.

This toolkit

This toolkit is designed to help you promote PPF among targeted stakeholders involved in the transformation of adult social care in England. Full of information and guidance, it aims to build skills and awareness around the delivery of PPF, and can be used in capacity building workshops at local level.

It provides background on the key PPF messages, and a template communications plan to help you prepare for future communications activity. It also contains ideas for working with regional and trade media. You'll find guidance too on how to communicate successfully with councillors, who are a key priority audience, plus case studies and stories from local teams on how they have gone about implementing transformation.

We know that councils have been communicating with their local public and stakeholders since the launch of PPF. The messages and information contained in this toolkit are in no way intended to offer an 'official' position, or to act as a substitute for your own work. Rather, they are

intended as materials that you may find useful in your ongoing communications, and that you are free to adapt and use locally as appropriate.

By using the information and advice set out in this toolkit, in conjunction with your own local knowledge, you can help to communicate the benefits of personalised care, and inspire those who can make a difference to achieve PPF's vision for change.



Key messages



PPF key messages

As you will know, good communications need to be focused on, and developed in consultation with, the target audience you are trying to reach.

To ensure accuracy and maximise impact, the PPF messages were developed in partnership with key stakeholders, including people who need care and support – and their carers. Consultation and development took place during a series of workshops that began at the end of 2009, and the aspirations, wishes, insights and concerns of our audiences have been strongly reflected in the programme messaging.

The key messages set out here can be used in communications relating to PPF and personalised care. They have been devised to enable both basic and detailed descriptions of PPF, and include tailored messaging for professional stakeholders, as well as for the general public.

The messages have been divided up by audience group. For the professional stakeholders, we have assumed prior knowledge and understanding of Putting People First. For the general public, we are including more generalised and basic information that can be used as an introduction to PPF.



PPF key messages (continued)

1. General introductory programme descriptors

- Putting People First (PPF) is a national programme to improve people's experience of adult social care. Launched in 2007, PPF is a commitment to make sure anyone who needs care and support can exercise choice and control to live their lives as they want
 - PPF puts people at the heart of the decision-making process. It enables them to identify their needs and make choices about their support. It's all about delivering high quality services tailored to individuals' wishes, and ensuring better health and wellbeing for everyone, including families and carers
 - To make change happen, the care and support people receive will become more personal. Support will be shaped to meet people's needs (rather than shaping people to fit the support on offer), and this will include care and support from local communities (friends, family, neighbours and community groups).
- It focuses on ensuring better health and well-being for individuals who need support, as well as their families and carers
 - It is a national programme being delivered by all partners to transform adult social care
 - Putting People First aims to enable people to live independently and safely for as long as possible
 - People with care and support needs should have the same choice, control and freedom as every other citizen, and any support they need should be based on their own wishes and preferences
 - This is why we are changing the way we offer social care services. The new system puts people in control
 - Putting People First helps build understanding across the range of care and support services to enable people to make better choices
 - Putting People First will help people who need care and support to live the lives they choose, and to have as much control as they want over decisions that affect their care and support
 - Putting People First means that people who need care and support will be able to find the services they need in their community

2. All stakeholders: basic awareness

- Putting People First aims to enable people who need care and support to exercise choice and control so they can live safe and independent lives

PPF key messages (continued)

- Putting People First is one part of a broader picture where people, families, carers and communities help strengthen local support networks to maintain people's dignity and independence.
- 3. All stakeholders: broad understanding**
- Putting People First puts the individuals who need care and support at the centre of the decision making process
 - Putting People First means that services are user-led and personalised to each individual's needs
 - Putting People First means the way adult social services are delivered will change too
 - Every social care team will be changing the way they work to enable Putting People First to be successful
 - Putting People First means a better understanding of an individual's whole needs to allow for earlier interventions before problems arise
 - Putting People First aims to help individuals to maintain their health and wellbeing for longer
 - Care and support may be chosen from a combination of private, public and community-based services
- People will have budgets tailored and dedicated to their personal needs, and can continue to have support to manage their personal budget if they choose
 - Putting People First aims to enable everyone to know what range of services is available in their community
 - It is about harnessing the professional and community support services available and making them easy to access by the people who need them
 - Putting People First is working towards a society where people are enabled to make a contribution and where young disabled and learning disabled people are supported into full time employment wherever possible
 - Putting People First means that better and fairer use is made of resources, as services and networks are used more efficiently.
- 4. Social work team leaders**
- Social work practices will continue to prioritise empowerment, encouraging people to shape their own bespoke support. This will enable social care workers to ensure that individuals receive the right care and support at the right time

PPF key messages (continued)

- Individuals will increasingly be assessing their own needs and options and social and care workers should have a role in supporting them and their families and carers to do this
 - The way social care workers do their jobs may change, but they will still be focusing on securing the best outcomes for the people they support
 - A key aspect of Putting People First includes the opportunity for individuals to manage their own personal budgets
 - Putting People First will help social care workers to work in partnership with people needing support, and their families and carers, to help them stay well and healthy
 - Social workers have a role in helping prevent problems developing through recognising and responding to changing circumstances
 - When a problem or loss of health is unavoidable, they will aim to help people to achieve the best possible quality of life
 - Putting People First means social work practices will change to empower people even more to shape their own care and support
 - Social care workers will help guide people to identify the best care and support to meet their needs and to lead fulfilling lives
 - Enhanced partnership working with fellow professionals, families and carers will be vital
 - The importance of personal security and duty of care will be maintained through remaining statutory duties
 - Putting People First will help to raise awareness among professionals of the range of different kinds of care and support services available locally
 - It means making links between other services such as employment, transport and education services so as to be able to advise what is available
 - Social workers can help to open doors and expand horizons for people needing support.
- ### 5. Adult social care providers
- Service providers need to continue to offer services that match identified needs, increasingly in ways that are specified by individuals themselves
 - Commissioning processes will change to reflect the fact that services will be increasingly person-centred

PPF key messages (continued)

- This is an opportunity to build on existing work to develop services in innovative new ways
 - Putting People First means that some services are likely to be different and supplied in different ways
 - Prevention will become an increasingly important part of the suite of available services
 - Commissioning relationships need to be open and strong to ensure highest quality and best value
 - Relationships between community members, people needing services and service providers will be enhanced, enabling better services to be developed and better choices to be available
 - There will be increased emphasis on empowering people to define the nature of the service they receive
 - The success of services will be increasingly measured in relation to how well the service has met the personal outcomes set by the individual
 - Awareness between the range of service providers, professionals and users will be greater
 - Gaps in services will be identified early, enabling them to be plugged quickly
 - This is an opportunity for more partnership working to aid the integration of services
 - Public, private and not-for-profit service providers will be working within a broader context of community contributions.
- ### 6. Councillors
- Councillors can drive improved care and support outcomes for their communities by championing the vision of Putting People First
 - Putting People First requires partnerships between central and local government, social care professionals and providers
 - Putting People First requires continuous engagement with people who need care and support, and their families and carers, in the design, delivery and quality assurance of local PPF programmes
 - Councillors have a pivotal role to play in ensuring whole system and cultural change
 - Early intervention can help individuals and communities to stay independent for longer
 - Some resources should be redirected towards services that keep people well and build opportunities and support networks

PPF key messages (continued)

- These support networks and services can help people maximise their independence and reduce reliance on ongoing paid support
- Individuals may be more involved in designing their own care and support
- A personal budget will mean individuals may choose what support they need and how this could be managed
- Councillors need to support the introduction of personal budgets and systems to support them
- Everybody is entitled to an assessment of their need but this doesn't mean they will get financial support
- Putting People First is about creating person-centred services from across a range of portfolios, including health, housing, education, transport and leisure
- Service providers need to be supported and encouraged to adapt and develop services
- Councillors need to ensure the provision of better information and advice to families, carers and people needing care and support, to help them make informed decisions.

7. People who need care and support

When it comes to communicating PPF to people who need care and support, key messages can be divided into two sections.

1) Key messages about the transformation agenda and its benefits

- Many people need some help to enable them to go about their daily lives. This might be because of disability, or illness, or the extra care and support that is sometimes needed when people become older. Care and support services can help provide this assistance
- People with care and support needs should have the same choice, control and freedom as every other citizen, and any support they need should be based on their own wishes and preferences
- This is why we are changing the way we offer social care services. The new system puts you in control
- If you are not eligible to receive funding from the council for your support, information and advice will still be available about services where you live and you should still be able to get support to plan for your future

PPF key messages (continued)

NOTE: Include details of local information, advice and advocacy supports that are available and how people can access them. We suggest this information is presented visually as a pathway people can follow, with full contact details of relevant people and/or departments.

A common set of national information should also be available from DirectGov, with links to NHS Choices and your local authority website.

- You may only need a small amount of help or intensive help for a short period of time, and it's important you get this quickly to prevent more problems arising. This is called preventative help and care, and it can help you stay healthier and independent for longer

NOTE: Remember to include local information about what preventative services are available and how to access them.

- You may also be eligible for other types of support or equipment to help you do the things that you want to do with your life

- We recognise that you are the expert about any difficulties you are facing and what would help. The aim is that you should have choice and control over the support you need. This means that:
 - We want to find out, with you, what difficulties you might be having and what would help (this is called an assessment)
 - If entitled to support from the council, we will then tell you how much money might be available to meet your needs
 - You can then work out what support or equipment you want to use this money for. This is called a support plan and you can have help to develop these.

NOTE: Include local information about what advice, information and support is available to develop and implement a support plan.

- We will then finalise the money available to you to deliver your support plan – this is called your personal budget. You can take this budget:

PPF key messages (continued)

- as a 'direct payment' paid to you (or to someone else who will manage it on your behalf) so you can get the support or equipment yourself
 - through an account held and managed by the council, or another organisation, according to your wishes
 - as a mixture of these two options.
 - Whichever way you choose to take your personal budget, the aim is that you have choice and control over how support is provided. This is called self-directed support.
- II) Key messages about working in partnership with local people to develop and deliver the services they need
- We want local people to have a say in how services are designed and delivered to meet local needs
 - This means being involved and working in partnership with the council and other public bodies, like the Primary Care Trust
 - We work in partnership with local people in a number of ways.

NOTE: Include local information here about how you work in partnership with people and organisations.

We suggest that this information should go beyond consultation exercises. For example, you could set out how your organisation is building capacity with local user-led organisations and how it is involving disabled and older people and their representative organisations in:

- Developing commissioning strategies and service specifications
- Delivering support services to local people
- Designing and evaluating services
- Developing self-directed assessment questionnaires, templates for support plans, review questionnaires etc
- Membership of local partnership boards, Primary Care Trust and other bodies.

You may also want to give information about your local user-led organisations, the services they provide and how you work with them.

Glossary of terms

- **Choice and control** is about shaping services to meet people's needs, rather than shaping people to fit the services on offer
- **Co-production** is when you as an individual influence the support and services you receive, or when groups of people get together to influence the way that services are designed, commissioned and delivered
- A **direct payment** is an amount of money paid directly to you (or a suitable other person) straight into a bank account so you can arrange your support yourself, instead of having support delivered by the council
- **Independent living** is living your life as fully as you can with the support you need to do so
- **Individual budgets** were trialled by the government in a pilot project in 2006-2007. Technically, an 'individual budget' is different to a 'personal budget' because it includes money from other funding sources, not just your local authority's social care budget. At the moment, the government has only introduced personal budgets. Individual budgets haven't been introduced yet but they may be introduced later
- An **individual service fund** is a budget held on your behalf by a local organisation that provides care and support from which you can use services as you need them according to your support plan. It is one way in which a personal budget can be used
- A **personal budget** is the amount of money your council makes available for your care and support needs. You know how much is available upfront, and develop a support plan – with help if you want it – to show how you will spend the money to meet your needs
- **Person-centred planning** is an important part of support planning. It is a process for learning, focusing on what is important to people who need care and support now and in the future, and acting on this by working with their family and friends

Glossary of terms (continued)

- A **personal health budget** is the amount of NHS money available for health care and support costs. These are currently being tested by the government in a pilot project across England to see if and how the budgets work. The pilot will run for three years until 2012. Researchers will then look at what happens and help the government decide what to do next
- **Preventive services** are when you need intensive help for a short period to prevent more problems arising. They include things like support to recover from the effects of illness
- **Resource allocation systems** are what the council use to decide how much money you get for your support. The system has clear, public rules so everyone can see that money is given out fairly
- **Self-directed support** is a way of working out what you as an individual want to change about your life and how you make those changes happen
- **Social capital** is the help that people offer to and receive from each other within their local community (friends, family, neighbours or community groups)
- A **support plan** says how you will spend your budget to get the life you want. You can get help to make a plan – perhaps from family or friends, or you could pay someone who specialises in planning. Your local authority must agree your plan before you get your support money
- **Universal services** are things like transport, leisure, health, education, housing and access to information and advice that should be equally available to everyone within a local community.

Communications planning

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The importance of communications planning

When managing a complex programme of change such as PPF, it is crucial that you plan how you will communicate with your various stakeholder groups.

Careful communications planning will enable you to reach the right people with the right message at the right time. It will help you to build and maintain momentum across your communications activities, and raise the profile of PPF among those involved in the personalisation of adult social care.

How to write a strong communications plan

A successful communications plan is one that enables you to achieve your goal – which, in this instance, is to promote understanding and uptake of PPF among key stakeholders. Your communications plan needs to be shaped by this goal, and you should keep the following questions in mind at all times.

1. Consider the audience you are trying to reach. As discussed elsewhere in this toolkit, there will be various audience groups and various sets of messages required in PPF communications
2. Check external perceptions of your programme among potential target audiences before you start. This will help you develop a communications plan that gives you a distinct and credible voice
3. Consider what you are trying to communicate, and set objectives. This will help identify the key messages to get across. Use language that your audience will understand and concentrate on what's important to them. Think about what you want your audience to do with the information you are giving them. Make sure you include information about what services are on offer, why they are useful and how/where they can be obtained

Communications planning (continued)

4. Think about how to communicate your messages successfully. Key things to consider here are:
 - Have your partners got communications channels you can share?
 - Can you link to other campaigns or adapt existing good ideas?
 - How can you use the press – interviews, announcements, case studies or stunts?
 - Can you produce your own material – posters, leaflets or website?
5. Trial your key messages. See how they might work in different contexts: for example, a press release, a report, a newspaper article or website page
6. Think about both the actual and preferred channels your target audiences might use. Select the right channels for maximum impact
7. Include a full list of all the relevant communications activities, developed into a working project plan with deadlines and responsibilities. Keep it flexible but avoid being vague
8. Keep it manageable and don't underestimate the time involved in communication. Include key deadlines, milestones and review points
9. Estimate the time and money involved. Ensure value for money by targeting communication effectively. Prioritise the audiences and channels and focus on high impact/low cost activity
10. Build in some simple evaluation measures at the start so that you'll know if and how you have succeeded in meeting your communication objectives. Keep monitoring your activity so you know what's working, and be prepared to change the plan if you need to.



Communications plan template

You may already have a clear idea about how to put together a communications plan. But if not, here's a template to help you get started.

Section 1: Objective

For example, to promote and raise the profile of PPF among stakeholders involved in the personalisation of adult social care

Section 2: Audience

For example, local councillors and adult social care providers. In this section, try to include what you know about your audience. Where are they based? What motivates them? What might their concerns be in relation to PPF?

Section 3: Key messages

For example:

- Putting People First aims to enable people who need care and support to exercise choice and control so they can live safe and independent lives

- It focuses on ensuring better well-being for individuals who need support, as well as their families and carers
- Putting People First will help people who need care and support to live the lives they choose, and to have as much control as they want over decisions that affect their care.

Section 4: Budget

What will your communications activities cost?

What money do you have set aside for these activities?

Section 5: Timetable

Make a note of key dates and deadlines within the PPF programme. Work backwards from planned launch dates to show when you need to start setting up events or approaching newspapers about coverage.

Section 6: Tactics/communications channels

- Council channels
- Partner channels
- Media
- Publications
- Events

Sample PPF communications plan

The sample plan below shows you how you might identify the communications needs for a key stakeholder group. It also sets out proposed actions to enable you to reach and engage them. Obviously this is just an example; your own plan should be developed to fit with local circumstances.

Objective	Audience	Key messages	Budget	Timetable	Tactics/communications channels
To promote and raise the profile of PPF among stakeholders involved in the personalisation of adult social care	Local councillors: Policy decision makers on the future of adult social care Councillors need to support the introduction of personal budgets and the systems to support them. They also have a pivotal role in ensuring that change happens	Councillors can drive improved care and support outcomes for their communities by championing the vision of Putting People First Councillors need to promote access to the optimum range of information and advice for families, carers and people who need care and support	2.5 days of time £500 photography expenses	2-3 months	Use case studies to highlight real benefits of PPF. Uncover examples of councillors who are currently proactive in pushing forward the PPF agenda Work with local media and specialist trade media to highlight good PPF practice

Working with the media



Working with the media to promote PPF

As part of your communications activities, you will no doubt be planning to use the local media to help promote PPF.

Whether you are operating in partnership or on your own, publicising PPF through the local media is an excellent way of raising the programme's profile and delivering its key messages.

As you know, by generating interest in the local press you can publicise any events you might be holding, while also getting news to key stakeholders and future partners.

Working with the media will also enable you to promote best practice and share success stories, inspiring others by showing how PPF has already brought about positive change among professionals and people who need care and support.

Top tips for media handling

Local media will be keen to hear about PPF and what is being done to support its implementation. But before you get started, make sure that:

- You know who to talk to – research the name and email address/phone number of the relevant journalist on your local paper, or the producer of the best local radio show. Don't waste time and money on random mailshots
- You have a spokesman/woman lined up for journalists to talk to. They will need briefing on the campaign so that they can speak confidently, on message
- You can provide a contact number that journalists can use any time to check facts
- You send a press release in good time for it to be useful. Find out the print deadline for a weekly paper and give journalists on a daily paper at least a couple of days' warning of an event if you can. Try to call in the morning – they're less likely to be trying to meet a deadline so will have more time to talk to you.

Working with the media to promote PPF (continued)

Top tips for media handling (continued)

And remember:

- Be persistent but don't harass journalists; you want to build a good relationship with them. If they don't want a story, find out what kind of stories they are looking for so that your next try is more successful
- Talking to people in person or on the phone is more effective than sending an email and hoping for the best
- Think about feature coverage in newspapers or magazines as well as news stories. Research case studies of people who have been involved in PPF and approach papers with a feature idea based on their experience. Features take longer to set up than news stories, so start planning earlier
- Consider any criticism the media may have of personal budgets (think about how they might view more 'creative' uses of personal budgets, such as purchasing football tickets). When a negative story does arise, take time to prepare a statement. Don't feel you need to respond on the spot. Ensure that the aims of PPF are included in the statement, such as "We support creative ways of using personal budgets, as long as it can be clearly demonstrated that they are meeting a person's personal outcomes"
- Take part in radio phone-ins relevant to PPF and social care – or suggest that your local station puts one on air
- Make yourself familiar with your local papers' websites and contribute online
- Finally, don't be nervous. Many people are apprehensive about talking to the press. Remember, you are talking about something they want to find out about. They'll be grateful for the information you're giving them, and they will care about what you're trying to do in your community. Remember, it's their community too.

Communications channels and media outlets

Your chosen communications channels will depend on your target audience.

For example, if you're looking to engage social care professionals, you should think about using:

- Social care staff newsletters
- Social care intranets
- Social care e-bulletins
- Council websites
- Council display areas and foyers
- Local authority newsletters, websites and internal communications channels.

If, on the other hand, you are targeting people who need care and support and their carers and families, you might want to think about using:

- Local newspapers
- Local GP surgery newsletters
- Health centre notice boards and foyers
- Local radio
- People who need care and support/carer websites and forums.

Local case studies

When drafting your press releases, it's really important that you source and use local case studies where you can. These will give your story additional resonance and relevance, and will help to bring the PPF programme to life in the minds of local people.

If you do source local case studies, be sure that you follow protocol and provide support to those who agree to share their experiences. Ensure that they are clear about how and where the case study will be used. Ensure you obtain all the correct permissions and approvals and that they are recorded on file. If the people concerned need to speak to the media, ensure that they are happy to do so, that they are comfortable with the situation (consider whether they should have someone with them) and that the interviewer is aware of any special requirements they may have.

Sample PR press release

In the sample press release below we suggest one possible route for 'selling in' the PPF programme to your local media.

PRESS RELEASE

Social Care gets personal in [insert town/area/region]

Social care workers in [insert town/area/region] are supporting an initiative that will see local people who need help and support receiving 'personal budgets' to meet their care and support requirements.

Putting People First (PPF) is a programme to improve people's experience of adult social care. Launched in 2007, PPF is a commitment to make sure anyone who needs care and support can exercise choice and control to live their lives as they want.

PPF has now been introduced across the social care network in [insert town/area/region], and already local people and professionals are seeing a positive difference in the way social care services are delivered.

The new system puts people in control and helps them to shape the services that they receive, as [insert name] from [insert council name] council remarked:

"PPF recognises that you, the individual, are the expert regarding any difficulties you are facing and the help you need. This system gives people choice and control, enabling them to influence their own care and support. And, if eligible, it also gives them a 'personal budget' to meet the costs of that care and support."

Local social worker, [insert name], said of the scheme:

"PPF is all about putting people at the heart of the decision-making process. From a professional point of view, it's fantastic. It enables us to focus on empowering people and ensuring they get the support they need, when they need it."



Communicating with target groups



Communicating with target groups

While it is important to raise general awareness of PPF in your area, you also need to target your communications very specifically at the core audience groups. Each of these groups has a particular role to play in the implementation and delivery of PPF. It is therefore crucial that they receive the right information about what PPF means for them, and how they can contribute to the transformation of adult social care.

The key messages set out in Section 1 of this toolkit outline what you might want to communicate to each group individually. Here we explain why these groups are important to the Putting People First programme, and consequently why they are key communications targets.

1. Councillors

Councillors with responsibility across social care, health, education, transport, housing or leisure play a pivotal role in driving improved care and support outcomes at local level. By championing the vision of PPF, councillors could be instrumental in ensuring whole system and cultural change. Their support for the introduction of personal budgets, for example, will be crucial. Likewise, the support and encouragement they can offer providers will help them to adapt and develop new services.

As councils redesign their systems to suit local needs and circumstances, councillors will be in a good position to help broker key partnerships between central and local government, and between the council workforce and providers. These are partnerships that will be essential to the success of PPF.

Communicating with target groups (continued)

2. Social care teams

As people begin to choose how they would like to be supported, social workers and other social care staff will play a vital role in harnessing each person's expertise – and that of their families and carers – to actively design support solutions that best meet their needs and goals.

As PPF develops, the way social care workers do their jobs may change, but they will still be focused on helping people achieve the best possible quality of life. Social work practices will continue to prioritise empowerment, encouraging people to shape their own bespoke support. This will enable social care workers to ensure that individuals receive the right care and support at the right time.

Social workers will also be central to the preventative element of PPF. With a better understanding of an individual's whole needs, social workers will be in a position to enable earlier interventions before problems arise, and to help people to maintain their health and well-being for longer.

3. Adult social care providers

For adult social care providers, PPF is an opportunity to build on existing work and continue to develop services in new and innovative ways for the people you support. PPF will enable providers to identify and plug gaps in care and support provision, and to increase partnership working to make services more integrated, flexible and responsive.

As the programme develops, commissioning processes will change to reflect the people-centred shift in focus. Providers will need to continue offering services that match people's needs, increasingly in ways that are specified by individuals themselves. They will also have a key role to play in ensuring that commissioning relationships are open and strong, enabling the delivery of high quality care and support.

Providers will also be at the heart of the increased partnership work that will come with PPF, which will pave the way for improved services and greater choice and control for the people using them. The role of the provider will be vital, as success will be increasingly measured by how well services meet personal outcomes set by individuals.

Communicating with target groups (continued)

4. General public and people who use services

The general public and people who need care and support are at the heart of the PPF programme. They need to know what PPF is and what it means for them. They need to know how it will enable them to exercise choice and control so they can live safe and independent lives.

Many people need help to enable them to go about their daily lives. This might be because of disability, or illness, or the extra care and support that is sometimes needed when people become older.

People with care and support needs should have the same choice, control and freedom as every other citizen, and any support they need should be based on their own wishes and preferences.

People need to know that we are changing the way we offer social care services in order to put them in control and to focus on prevention. They need to be aware that, as a result of these changes, they will be at the centre of the decision-making process, and that they will be more involved in designing their own care and support.

They also need to be aware of the support they can receive, and of the information and advice they can access about local service options.

5. Carers

PPF acknowledges the vital role that carers perform, and promises to support them and enable them to enjoy better health and well-being. Ensuring that personalisation works well for carers is vital for effective transformation. Personal budgets can allow carers more control and flexibility in their daily routines which can lead to them feeling more fulfilled in their work.

Carers are at also the heart of PPF's plans for strengthening local support networks to help maintain people's dignity and independence.



How to engage the target groups

Through your own experience of local council communications, you will know the best ways to reach the PPF target audience groups.

Remember to explore all available routes, such as trade media, newsletters, websites and e-updates. But also think carefully about each group's preferred communications channels, and make sure you use the right channel for the right group to achieve maximum impact.

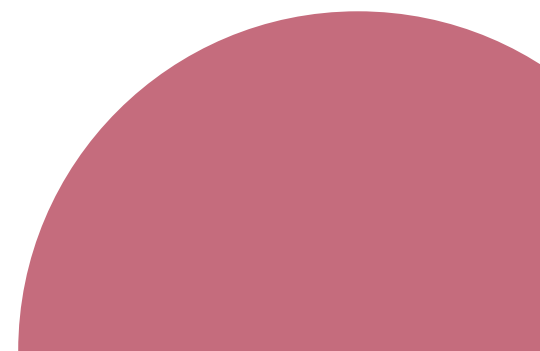
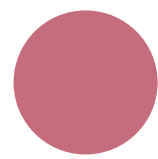
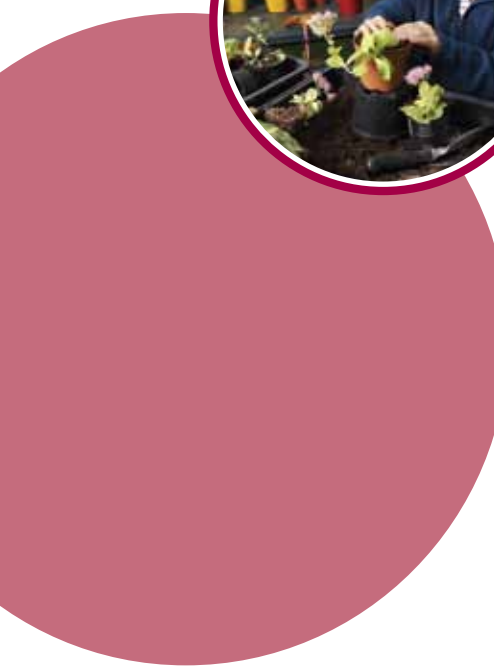
A face-to-face event is also a good way of engaging with your target audience and delivering key messages and materials directly. Hearing about PPF from a trusted council source could help to bring the programme alive in the minds of your audience. It will enable you to address all stakeholders at once, while also giving you the opportunity to distribute tailored information to each group in turn.

You could also hold targeted workshops aimed at specific audience groups to help inform and inspire stakeholders in a more focused way. Why not invite a key council figure or PPF lead to speak about the social care transformation agenda?

And remember, when communicating with your target audience groups, be sure you make the most of local user-led organisations to help deliver your key messages far and wide.



Communications case studies



'Knowing What's Right For Me'

In 2009, Luton Borough Council set about raising local awareness of the Transformation of Adult Social Care (TASC) agenda, and of the activities taking place at local level to develop personalised care. The aim was to ensure that local people knew about the changes taking place in Luton to help modernise social care services.

The council's Corporate Communications and Housing and Community Living Communications Teams joined forces to develop a brand for the local TASC activities. Together, they came up with the brand identity 'Knowing What's Right For Me', and also took responsibility for producing all public information materials relating to local self-directed support.

Targeting residents (including hard-to-reach groups), the media, partner organisations and private and voluntary sector groups, the teams devised a range of leaflets and factsheets about TASC, Putting People First and the personalisation of social care. Covering a range of subjects,

these materials included leaflets on personalisation, booklets on banking options and new opportunities for business, a carers' guide to Putting People First, and more. These informative print resources were put on display in council offices, community centres and libraries in Luton. They were also incorporated into social workers' packs, used at events and seminars, and uploaded to the council's website. As part of the public information campaign, direct payment user stories were also hosted on YouTube.

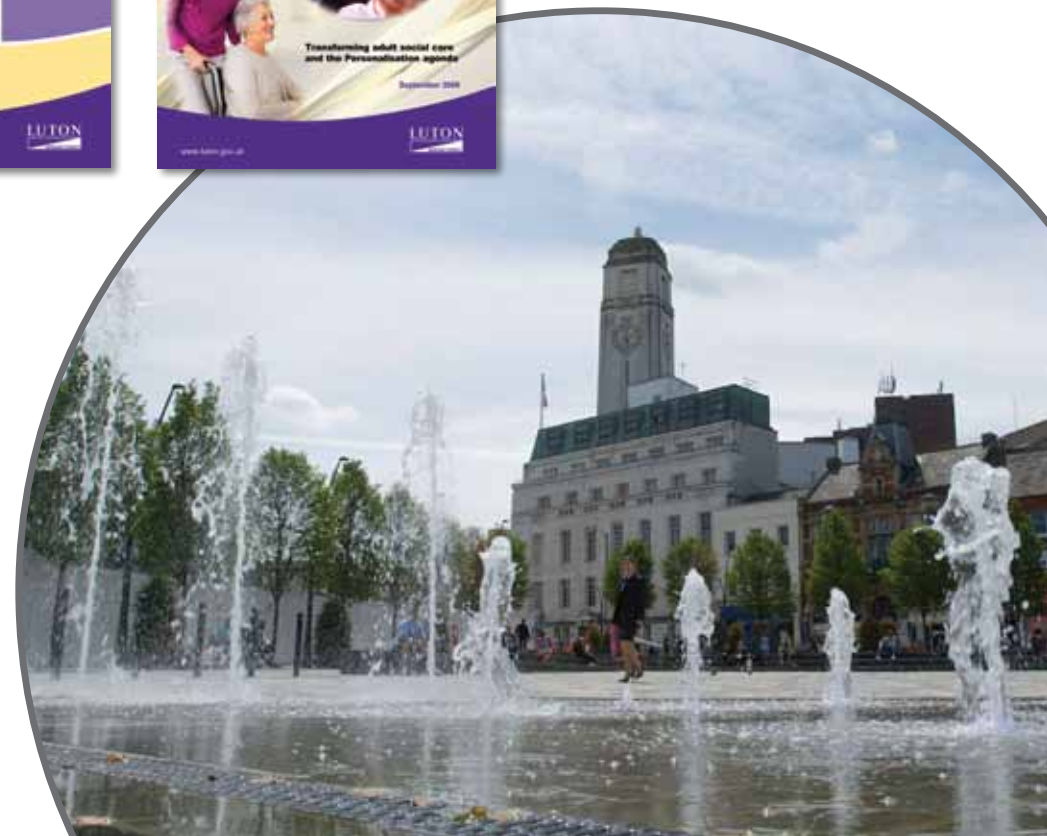
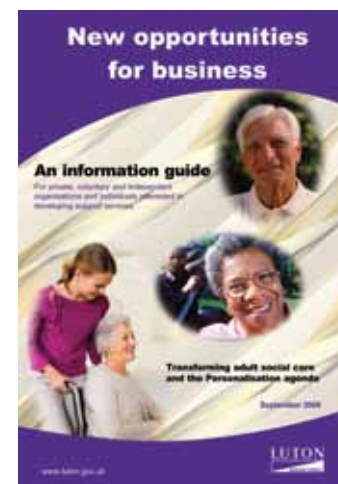
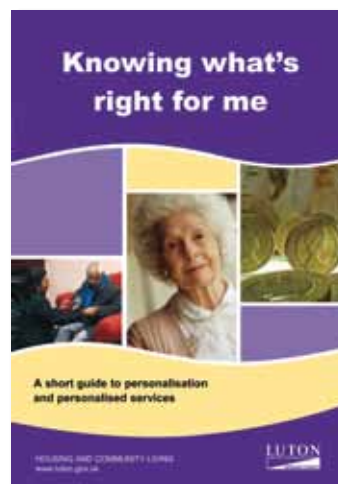
Targeted advertising was also a key part of the campaign strategy. Quarter-page adverts in local newspapers were used to advertise events on new business opportunities and carers' personalisation. A four-page 'wrap' was purchased to go around Lutonline, the council's newspaper, and was sent out to every local household. The team also set up a stall in the main shopping mall where local people could stop, talk to staff, and find out about TASC and local changes to adult social care services. These opportunities for direct public interface enabled the council to spread the word about TASC, and to reassure people that all changes were aimed at putting customer choice and control at the heart of local services.

'Knowing What's Right For Me' (continued)

To accompany every key campaign event or activity, the communications teams also sent out proactive news releases to generate coverage and boost local awareness. Internal and external council newsletters were used to disseminate key messages about Putting People First and personalisation.

Once the campaign was underway, Luton Borough Council was keen to ensure that appropriate information was fed to the public about ongoing developments, and that all questions and queries regarding personalisation were addressed. To this end, delegates at seminars were asked to forward questions they received to the local TASC team. This information was then fed into new factsheets, booklets and leaflets.

As a result of the 'Knowing What's Right For Me' campaign, Luton Council has received various emails and enquiries about the information materials that have been produced – including from other authorities wanting to adapt Luton Council's information to their own specific ends.



'Whose Shoes? – Putting People First'

The 'Whose Shoes? – Putting People First' board game is a learning and development tool to help people engage stakeholders and make progress with personalisation.

The thinking behind the game is that engaging people is the key to success when promoting change of any kind. People need to understand the reasons for change, the benefits change will bring, and how change will affect them personally, before they can engage fully with new systems and requirements.

The 'Whose Shoes?' concept is an innovative approach to seeing how change looks from other people's perspectives. With the increased understanding and insight that this process brings, the idea is that people then work together to address their challenges and concerns and embrace new opportunities.

The board game is aimed at everyone who wants or needs to understand more about PPF and personalisation – from local authorities to service users and carers, through to care providers and colleges. The main aim in developing the game was to create a tool that would encourage empathy ("if you were in my shoes...") and generate constructive discussions that could harness creativity and passion to find viable solutions. The game can be used flexibly, in a variety of settings. It is highly interactive and works across boundaries and enables everyone to participate equally.

The game involves 160 real life scenarios that enable people to explore key issues relating to PPF. The various scenarios help people to understand what PPF means to other people, and to think about how change in adult social care can be accommodated in their lives and made to work for them.



'Whose Shoes? – Putting People First' (continued)

Notes for facilitators are sent out with every pack.

These were developed in close collaboration with people using the game. So far, response to the game has been positive, with take-up of the tool by local authorities, care providers, colleges and user-led organisations alike.

Leicestershire County Council, for example, has developed a 'Walk in my shoes' training day around the game.

During the training day staff note down any issues or queries that arise while they are playing the game.

These notes are collected by senior management, who address the concerns with the group at the end of the day.

This process follows the game's principle of seeing things from other people's perspective and, using the insight gained, working together to reach solutions. It has helped staff to feel that their voices are being heard, and has increased engagement with key organisational issues.

For more information, go to www.nutshellcomms.co.uk



'Your Circle'

Gloucestershire County Council (GCC) has been working to define and develop a new approach to adult social care services. Embracing the Putting People First initiative, GCC has created a strong identity for their social care programme, and has been using this to raise local awareness of, and engage key stakeholders with, the forthcoming changes in social care.

The new approach is called 'Your Circle': a name that was chosen because it expresses clearly what the council is trying to achieve. The individual – the main focus – is at the centre of their own 'circle of support' that is tailored to their particular needs and goals. This circle of support could encompass a number of people, places and services, including family members, care professionals, established care and support services, local colleges or even fitness centres.

'Your Circle' will be used on all communications relating to personalised care, and is helping to boost recognition and awareness of personalisation among professionals and public alike. In the run-up to the phased launch (starting in April 2010, initially just with new service users), the council's PPF team members worked closely with service users, carers and representatives from the voluntary and community sector to find out what people wanted and expected from the changes in the adult social care system. They also improved sources of information and advice to enable people to find the best support and services to meet their individual needs.



'Your Circle' (continued)

Internal training has also been a key feature of GCC's preparations for the introduction of personalised care. Two training courses have been introduced to GCC staff to provide the skills and confidence needed to carry out assessments in a 'person-centred' way. GCC managers are also receiving training to help their support teams roll out self-directed support. A toolkit has also been circulated, containing key support documents, factsheets and policies to help staff deliver self-directed support through 'Your Circle'.

To support the campaign, GCC is developing a range of public information materials and advertising collateral, for delivery across posters, banners, leaflets and web pages. Using the brand promise "I may need help, but I'm somebody", and the line, "Your circle, created by you", these materials are designed to emphasise the personalised nature of the new social care system, and to set a new tone of understanding and respect in all social care arrangements.

Developing an impressive and impactful local approach to raising awareness of PPF, supported by a clearly evolved tone of voice, typeface, and a strong communications strategy, GCC is making sure that all local stakeholders can be reached and engaged by 'Your Circle' and all that it promises. Moving forward, GCC hopes that the 'Your Circle' symbol will help people identify where they can find information, advice and support relating to Putting People First.



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Resources

'Living Your Life Your Way' – Putting People First DVD

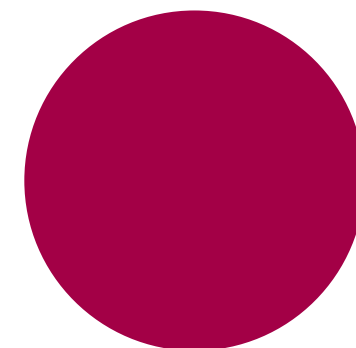
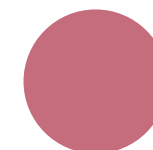
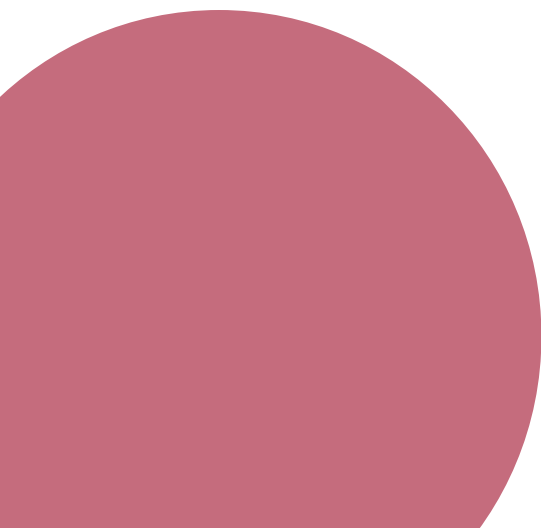
This DVD brings together many stories from around the country where personal budgets have improved people's care and support. Fiona Phillips, who gave up her job as a GMTV presenter to care for her father who has Alzheimer's, is one case study. On the DVD she mentions that her father's life is more healthy and fulfilled because he now has a personal assistant who can take him for walks in the park.

Putting People First Films

These three films provide a useful resource that are informative, will introduce, explain and visualise some of the key themes within Putting People First. In particular, the three short films outline some of the practical steps that have already been taken towards implementing change. www.dhcarenetworks.org.uk/News/NewsItem/?cid=6365

Partnerships for Older People Projects (POPPs) Films

This film clip provides an introduction and overview of the suite of films which have been produced to provide learning from the POPP programme about effective approaches to prevention. www.youtube.com/user/departmentofhealth#p/u/FEDB536A4F03050C/0/BtA50OiiFjE



Resources (continued)

Making progress with Putting People First

In October 2009 ADASS and the Department of Health published a set of materials which aim to help councils make progress with implementing Putting People First. These bring together the latest learning from councils and are linked to the Putting People First milestones agreed between ADASS, the Local Government Association and the Department of Health.

www.dhcarenetworks.org.uk/Personalisation/Topics/Latest/Resource/?cid=6627

Personalisation through Person – Centred Planning

This good practice guidance, published jointly by the Putting People First and Valuing People Now teams, has been developed to help local areas understand how person-centred planning can help to deliver Putting People First. It is one of the commitments in Valuing People Now. It includes a range of tools and good practice examples on person centred planning and support planning to help give people more choice and control over their lives. www.dhcarenetworks.org.uk/pageFinder.cfm?cid=7588

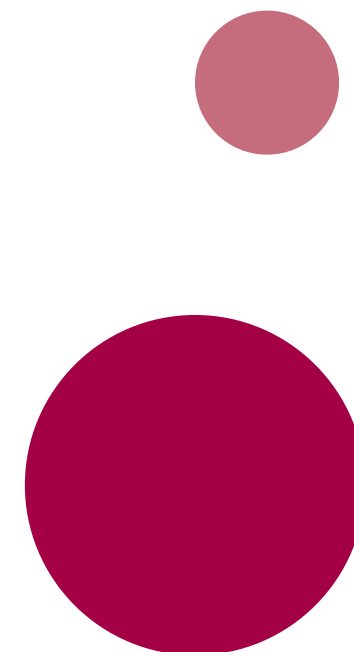
Changing lives together: using person-centred outcomes to measure results in social care

This paper looks at how councils can work together with citizens to develop new ways to measure success in social services at a local level. It shares the learning from several initiatives that aim to find out if people achieve outcomes that are important to them. It explains how councils can use local evidence on results alongside national indicators.

www.dhcarenetworks.org.uk/Personalisation/Topics/Browse/Measuringresults/ResearchandEvaluation/?parent=3966&child=7031

Working together for change: using person-centred information for Commissioning

The Department of Health worked with a group of councils, providers, community organisations and people using services to test and refine a method for collating and analysing person-centred information for use in strategic commissioning. We called this process working together for change. www.dhcarenetworks.org.uk/Personalisation/Topics/Browse/General/?parent=2734&child=5802



Resources (continued)

Paths to Personalisation

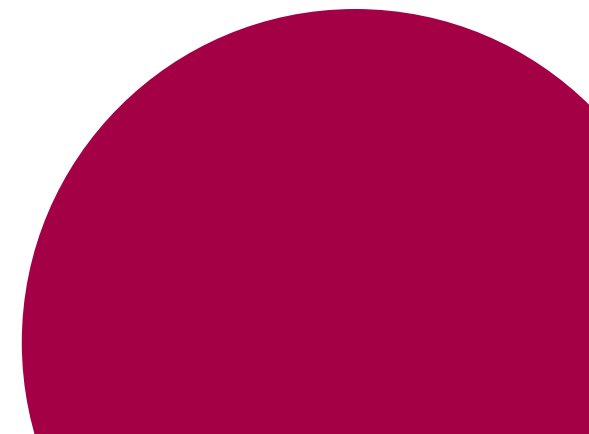
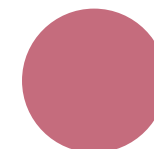
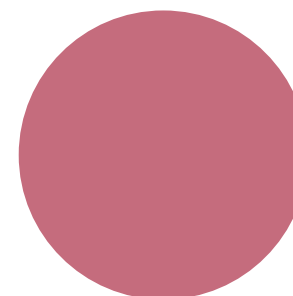
Paths to Personalisation is a practical tool to help people involved in developing personalised services and approaches for people with mental health needs to implement the necessary 'whole system' changes effectively. It is available in hard copy, as a pdf and as a series of interactive pages on the NMHDU website. See www.nmhdu.org.uk/nmhdu/en/our-work/personalisation-in-mental-health-emerging-programme/paths-to-personalisation/

A companion DVD, *Paths to Personalisation – personal stories*, with personal testimonies and stories from people whose lives have been improved or transformed by personalised services, is also available on the NMHDU website, as an additional support resource. Go to the NMHDU website for further information: www.nmhdu.org.uk/news/paths-to-personalisation-a-whole-system-whole-life-framework/

Personal budgets for older people – making it happen

This guide focuses on how councils can make personal budgets work well for older people and their families. It looks at how to ensure personal budgets are accessible, simple to use and flexible, and is full of stories of personal budgets in practice. www.dhcarenetworks.org.uk/Personalisation/Topics/Browse/Olderpeople/?parent=2736&child=7085

All of these resources can be found at the links above or on the Putting People First website (www.puttingpeoplefirst.org.uk) from July 2010.



Putting **People First**

Transforming Adult Social Care

For more information, please visit
www.puttingpeoplefirst.org.uk