Commissioning for Support Brokerage
– A resource tool

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About this Tool

This tool was originally developed in 2008 as part of the Personalisation Toolkit. In 2009 Paradigm were commissioned by the Department of Health (DH) to explore this approach further and to revise the tool in light of evidence from implementation.

We recommend that this tool be read alongside Good Practice in Support Planning and Brokerage, which offers a more detailed account of the functions of brokerage and outlines areas of activity that should be considered when commissioning. This tool aims to complement the overall approach to commissioning set out in Commissioning for Personalisation: A Framework for Local Authority Commissioners.

This tool is designed to help councils, local people and other key stakeholders to identify what brokerage resources are available in their community, to recognise where there might be gaps and to determine priorities for commissioning. This approach can contribute to the Joint Strategic Needs Assessment and its scope goes beyond health and social care, reflecting the fact that a full range of brokerage services should be universally available to all local people.

The tool is for voluntary use and can be used flexibly to meet different requirements. Sample power point presentations and other materials have been included to guide and support local implementation.

Introduction

‘Support brokerage’ is a term that has been used in social care settings in a number of different ways. It has most recently been used to describe the range of help that people may require when directing their own support. Though this is a relatively new usage, it is important to understand that some or all of this range of help or support may already exist in local communities, i.e. within council services and wider community resources.

Brokerage should not be viewed as a task undertaken by professionals that is encompassed within a single role. While individual ‘support brokers’ may exist, ‘support brokerage’ can mean a range of different supports and services that people can draw upon as they need them.

Understanding brokerage in this way ensures that any new initiative recognises and builds upon local capacity, rather than simply creating an additional layer of professionals.

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1 Good practice in support planning and brokerage, DH 2008
2 Commissioning for Personalisation: A framework for local authority commissioners, DH 2008
It is essential that any support network (or system) enables citizens to exercise more choice and control in their lives. Early work within the UK has identified a range of approaches to providing support brokerage and it is important that all choices are promoted and supported by local commissioners.

Local Commissioners have an integral role in developing local support brokerage arrangements. This is a significant challenge that can only be achieved if commissioners work alongside local citizens, local community groups and local providers to understand local requirements together.

This tool provides a clear process and supporting materials to work through in pursuit of this goal. The process has been tested and developed in three pilot sites in different positions in relation implementing personalisation. The sites were Barnsley, Leicester and Bristol, whose experiences and reflections are offered throughout to support local implementation.

No matter what stage you are at locally, this tool can be used. The benefits of this approach include:

- Real community engagement
- The ability to cross fertilise and develop across a variety of policy and performance initiatives including increasing the number of people with Self Directed Support to meet the requirements of the National Indicator 130 and ensuring the development of a User-led Organisation in each locality by 2010 as stipulated in recommendation 4.3 of Improving Life Chances of Disabled People (2005)
- The ability to develop a supportive community infrastructure quickly

**Principles guiding the development of support brokerage**

Support brokerage should include a range of local support that is available to all citizens including those who self fund.

Building upon work from CSIP, In Control and Paradigm the following principles provide a framework for the development of support brokerage now and in the future.

Any development of support brokerage should aim to:

1. Make the overall self directed support system accessible and easy to use
2. Minimise transaction costs (so that more money ends up in the hands of citizens)
3. Make best use of community resources
4. Continue to innovate and promote creative solutions
5. Ensure a range of support options are possible for citizens
6. Provide a universal information system
7. Put in place a clear commissioning plan, developed with local citizens, to shape local support and opportunities
8. Fully involve self-funders
9. Not limit support to social care
10. Think preventatively - early information, planning, transitions etc
11. Be mindful of the need to engage and support user-led organisations
12. Involve people using personal budgets in the overall change process

The functions of support brokerage - The activities or tasks

Support brokerage has a number of functions covering a range of activities or tasks that people may need when directing their own support.

The functions are not exhaustive but provide a framework to understand the range of support encapsulated within the term support brokerage:

1. **Information, Advice and Guidance** - having the right information and advice to make decisions.
2. **Facilitation and Enablement** - support to navigate and work through the process of self directed support.
3. **Researching what is available** - knowing what’s available locally.
4. **Technical Advice** - drawing on specialist advice where necessary e.g. legal and employment advice
5. **Planning - developing Support Plans** - exploring how best to organize support that suits the person.
6. **Coordinating supports and resources** - setting up support systems and longer term management arrangements.
7. **Negotiation and mediation** - support to resolve conflicts or disputes to ensure the right outcomes for the person.
8. **Advocacy** - support to be heard and represented if needed.

Brokerage Approaches – Who offers this support?

There are a range of people and agencies that can fulfill the functions of support brokerage; these are referred to as brokerage approaches. Building on the work of DH (2008) and In Control (2009), the following diagram demonstrates the range of approaches. It is essential in supporting and stimulating maximum choice that all of the following approaches are available to local citizens.
Commissioning for Support Brokerage – The Process

Please read through the stages of the process and check the facilitator’s tips boxes on the next page. In each stage there are examples of how the process was used in the pilot areas. The process should be followed in a way that makes sense locally and only used as a guide.

3 This is an expansion of the earlier CSIP (2008) version to clearly indicate the range of paid people who could also offer brokerage.
### Getting Started

**Things to think about**

<table>
<thead>
<tr>
<th>Facilitation</th>
<th>The process offers a meaningful, structured way of engaging with communities. It requires leadership and good facilitation.</th>
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</thead>
</table>
| Suggested Format | Stage 1 - 1 x Planning meeting  
Stage 2 - 1 x Community Event  
Stage 3 - 1 x Planning meeting  
Stage 4 - Review and Learn |
| Timeline | The process can be completed over a relatively short time. |
| Resources Needed | Space to hold planning meetings  
Equipment to show accompanying power point presentations  
Venue for the community workshops with plenty of wall space  
A map of the target area  
Time to gather and collate information between the events |

### Top 10 Tips

1. Use this toolkit as a guide and ensure you adapt it to suit your chosen focus.
2. Seek to engage people from a range of council departments from the initial planning meeting onwards e.g. Leisure services, Housing, Community Development, highlighting the fact that self-directed support is a community wide development.
3. Ensure a core group of people are signed up to being involved in the whole process and agree a lead person – continuity is important.
4. Select your venues carefully. The workshops can be energetic and you will need some space for people to move around, with good access. A community venue, opposed to a council building would be an advantage.
5. Think very carefully about the people you invite, ensuring that as many local people and community organisations are involved as possible.
6. Ensure appropriate support is available for those who need it so that everyone’s voice is heard.
7. Support Brokerage is a new concept to many. Make sure that people coming to the events have a shared understanding so that the group can progress at the same pace.
8. Be realistic! Can you really involve the whole town/city? Some early successes are important so think carefully about the focus of the work. Are there some local champions who would support the process?
9. Agree at the end of the community events how and when you are going to feedback to all who participated.
10. Remember this is about planning for CHANGE.
### Stage One: Develop a shared understanding

<table>
<thead>
<tr>
<th>Outcome</th>
<th>A shared understanding of Personalisation and Support Brokerage and a commitment to this planning process</th>
</tr>
</thead>
<tbody>
<tr>
<td>Format</td>
<td>Planning Meeting</td>
</tr>
<tr>
<td>Time Required</td>
<td>Half day</td>
</tr>
<tr>
<td>Who to involve</td>
<td>Personalisation leads, commissioners, community representatives, independent provider reps, cross department council rep and Councillor(s)</td>
</tr>
</tbody>
</table>
| Suggested session content | 1. Understanding your local context  
2. Developing or confirming a shared understanding of support brokerage  
3. Agree focus of the project  
4. Agreeing who to involve |
| Supporting materials | Presentation: Personalisation and Overview of Brokerage |

This session draws together a small committed group of people who will guide the overall process. The session provides participants with an overview of the process and the chance to explore its relevance and application to their local setting. It is important that people who can share progress to date in relation to personalisation are present at this meeting.

1. **Understanding your local context – progress with personalisation:**

   It is helpful that people present share their understanding of progress to date in the area, specifically in relation to any intentional developments around brokerage. Consider the kinds of brokerage supports people have used up until this point in your area, if any. This will help to share understanding of the resources people are using and who may be important to invite to Community Event.
Are people currently using one or more of these approaches?

Are all of the approaches available in your area?

What resources are available in your area to support people and for families to plan for themselves?

2. Developing a shared understanding of support brokerage:

Brokerage can be a confusing term and it is important that the group are clear about what it means. Explore the functions of brokerage to ensure everyone has a shared understanding of the tasks or activities involved. You could use the PowerPoint presentation provided to support this.

3. Agreeing the focus of the process:

The process is flexible and can be used to explore community resources in one particular neighbourhood or borough wide. Alternatively the focus could be around one social care group of people, so for example you may be keen to learn about brokerage supports specifically for older people. However, remember that whatever is developed needs to be responsive to all citizens including those people who self fund. It is important that the focus for the work is agreed at this stage as this will determine who to invite to Community Event 1. We would recommend that if you are in the early stages of developing brokerage in your area that you begin with a wide perspective looking at brokerage resources for all citizens as this will help to shape an overall strategy for brokerage development in the area.

4. Preparation for the Community Event:

The aim of the Community Event is to invite local stakeholders (which will depend upon the agreed focus of the work) to explore local brokerage resources, to identify gaps and to shape future priorities for commissioning. It is important that the group think about all stakeholders and don’t only invite professional organisations. We know that communities are rich in informal resources and networks. Agreeing a list of participants for the community event is important along with venue and practicalities.
Examples:

In Barnsley the steering group comprised of personalisation leads, brokerage development workers, commissioners, neighbourhood services representatives and third sector representatives. Barnsley has been working for some time to develop brokerage and had a model in place funded via a Section 64 grant. The group were keen to look at local resources and to further develop the model to ensure it worked for all citizens and to make sure that other statutory departments were also involved in the overall development of brokerage. Therefore they decided to use the process borough wide initially. There were a significant number of participants at the community event because Barnsley wanted a wide range of organisations and perspectives represented. Barnsley chose to involve organisations and community networks who had already been involved in developing brokerage whilst also inviting representatives who they had yet to work with in this context.

In Bristol progress in developing brokerage is in its infancy and there was a clear need to explore and understand brokerage. The planning group, chaired by the Strategic Commissioning Manager for Adult Community Care, chose a geographical area (a local neighbourhood) and considered the needs of all people who access social care in that area. As one council officer explained ‘Bristol is a very territorial city and we need to identify local communities, not just follow ward boundaries’. On the day, 32 people attended. Participants included; self-advocates, local citizens, health project workers, voluntary sector representatives, social workers and community workers.
<table>
<thead>
<tr>
<th>Stage Two</th>
<th>Map what’s out there, identify what’s missing and share ideas for the future</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Outcome</strong></td>
<td>A list/and or map detailing what’s available in the community now and an understanding of what brokerage approaches are currently being supported. A detailed understanding of what’s missing in relation to the functions and approaches to support brokerage. A list of ideas for the future.</td>
</tr>
<tr>
<td><strong>Format</strong></td>
<td>A Community Event / Workshop</td>
</tr>
<tr>
<td><strong>Time required</strong></td>
<td>Full Day (if time and resources allow this could be facilitated over 1.5 days)</td>
</tr>
<tr>
<td><strong>Who to involve</strong></td>
<td>Local citizens, including people who access support. Voluntary, statutory and community group representatives. Personalisation leads, commissioners, cross department council rep and Councillor(s)</td>
</tr>
</tbody>
</table>
| **Suggested session content** | 1. Presentation: Personalisation and an overview of brokerage  
2. What’s being offered? Gathering of detailed information and a physical mapping exercise of what support brokerage functions are currently available  
3. Who is offering it? Understand who’s offering support brokerage (approaches)  
4. Pathway of self directed support  
5. Best practice examples – one for each approach  
6. What’s missing – identifying local gaps  
7. Ideas for the future – filling the gaps |
| **Supporting materials**  | PowerPoint presentation provided  
Template for details card  
Functions Table (The What)  
Approaches Table (The Who) |
1. What’s being offered?

What is brokerage? The group need to develop a shared understanding of the functions and range of approaches to offering support brokerage. We suggest you begin the day by sharing the functions of brokerage (see the presentation accompanying this stage). You may need to point out that in many communities lots of services exist that offer some if not all of the functions already. This is to some extent about reconceptualising existing services as well as recognising gaps in provision where these are apparent.

Then ask the group to complete a card for their organisation, community group / network that they are representing today, which outlines the following information:

<table>
<thead>
<tr>
<th>Function</th>
<th>Information, Advice and Guidance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisations Name:</td>
<td>What we offer people:</td>
</tr>
<tr>
<td>How is this currently funded?</td>
<td></td>
</tr>
</tbody>
</table>

Ask people to complete 1 card per function.

*For example:* Age concern completed 6 cards and explained that in relation to Information, Advice and Guidance they offer a telephone helpline, advice service, drop in, and peer support advice.

Once people have completed the cards outlining what they think they offer in relation to the functions of brokerage, the next stage is to ask people to stick their cards on a chart. The chart needs to be prepared in advance and needs to be a good size to enable all of the participant’s cards to be added. The chart needs to look like the example below:

<table>
<thead>
<tr>
<th>Brokerage Function</th>
<th>What our community offers..........</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information, Advice and Guidance</td>
<td></td>
</tr>
<tr>
<td>Facilitation and Enablement</td>
<td></td>
</tr>
<tr>
<td>Researching what is available</td>
<td></td>
</tr>
<tr>
<td>Technical Advice</td>
<td></td>
</tr>
<tr>
<td>Planning - developing Support Plans</td>
<td></td>
</tr>
<tr>
<td>Coordinating supports and resources</td>
<td></td>
</tr>
<tr>
<td>Negotiation/mediation</td>
<td></td>
</tr>
<tr>
<td>Advocacy</td>
<td></td>
</tr>
</tbody>
</table>
Once everyone has stuck their cards onto the chart it enables people to see visually the depth and range of resources already in existence in the community. The chart also visually demonstrates where there may be gaps i.e. by some rows having fewer cards than others.

‘The chart visually demonstrated that there were a wealth of organisations offering some level of information, advice and guidance. This created a useful discussion around the consistency of the information and the current council expenditure on information, advice and guidance. The chart clearly demonstrated where there were fewer resources, for example, for negotiation and mediation’

Participant in Barnsley

2. Where is it being offered?

We now need to explore where the range of support is physically located. This will enable participants to see visually where current supports are located within a community and begin to identify where there may be geographical gaps. If you are focusing on a particular area you will need a map of the area, preferably a large scale map. Ask all participants to represent their support service or brokerage resource by placing a sticker on the map.

Map of existing brokerage resources in Leicester (across the City)
‘In Leicester Council officers, staff, community members and people who access services all felt able to contribute their knowledge to the Community Mapping exercise. All the information about existing services was clearly displayed on the wall and as the stickers were placed on the map (see picture on page 11) discussions started about why there were few services in some areas, more in others and whether people were happy with the fact that most information and advice was available in the centre of the City. As this discussion continued people remembered other places that do or could fulfil some of the brokerage functions, so even more was added to the information gathered. The map was a good visual prompt’

3. Who is offering it?

We now need to explore who is offering brokerage and to demonstrate where future support may be needed. The following diagram is a useful tool to use. The previous work of ‘what’ people are offering will enable people to look at ‘who’ is offering different elements of support brokerage.
**A Selection of the existing resources in Leicester: This information was gathered at the Community Event (please note this is not the complete list):**

<table>
<thead>
<tr>
<th>Who is offering brokerage?</th>
<th>What is currently in place to support these approaches?</th>
<th>Function of Support Brokerage offered</th>
</tr>
</thead>
<tbody>
<tr>
<td>People and families</td>
<td>Self-advocates were present who told their stories</td>
<td>People and families fulfilling most of the support brokerage functions. Additional technical advice was important to people</td>
</tr>
<tr>
<td>Peer Support</td>
<td>50+ Network</td>
<td>Fulfilling most functions of support brokerage but mainly <em>info, advice and guidance and researching what is available</em></td>
</tr>
<tr>
<td>Community services including User led organisations</td>
<td>Leicester Centre for Independent Living (LCIL)</td>
<td><em>All functions</em> offered in some form except developing support plans</td>
</tr>
<tr>
<td></td>
<td>MOSAIC for Disabled People</td>
<td><em>Info, advice and guidance, facilitation and enablement, negotiation and advocacy</em></td>
</tr>
<tr>
<td>Support services/providers</td>
<td>MENCAP – Learning Disabilities</td>
<td><em>Info, advice and Guidance facilitation, advocacy and co-ordination</em></td>
</tr>
<tr>
<td></td>
<td>VISTA – Society for the Blind</td>
<td>Existing skills for all functions</td>
</tr>
<tr>
<td>Social Services</td>
<td>One full-time broker</td>
<td><em>All functions covered</em></td>
</tr>
<tr>
<td></td>
<td>Carers Participation &amp; Partnership Officer</td>
<td><em>Info, advice and Guidance and technical support</em></td>
</tr>
<tr>
<td></td>
<td>Leicester City Council Social Workers</td>
<td>Coordinating supports and resources, technical advice</td>
</tr>
<tr>
<td>Independent Professionals</td>
<td>Service User Consultant</td>
<td><em>Info, advice and guidance</em></td>
</tr>
</tbody>
</table>
It is important at the end of this stage that the facilitator recaps on this information demonstrating the range of brokerage supports already available, where these resources are physically located and who is currently providing them – what, where and how.

The information that the group have gathered so far should clearly demonstrate the range of resources currently available. The group now needs to consider the gaps in these resources to inform future commissioning plans.

Community Workshop
in Bristol

Others experience:

In Barnsley the event included 40 people who all had an interest in providing support or were members of supportive networks. The overview of brokerage provided participants with the chance to explore what brokerage is and understand how the support they currently offer fits within support brokerage.

Participants view ‘I have heard a lot about brokerage and in our organisation we didn’t really understand it, but I can now see that we offer a range of the brokerage functions. I can see how we may fit in and may be a valuable resource in the future.’

In Bristol there was ‘a real buzz to the day’ with organisations and people who were relatively unknown to the Council attending and wanting to stay involved. Although people commented on how useful and clear the presentations were people did find the language of support brokerage, functions and approaches difficult at first. People gained a deeper understanding of what was available in their neighbourhood, contacts were made and ideas shared. During the evaluation a number of people commented on how useful it had been and that they were keen to meet again to continue their involvement in ensuring the right support and opportunities are available for local people. The Bristol Council officers committed to meeting again, feeding back on progress and developing more ideas.
4. Exploring self directed support:

To enable the group to begin to explore the gaps we suggest that people are supported to consider and discuss each stage of the self directed support process. This process is often referred to as the Seven Steps (see slides with this resource). Asking people to look at the existing resources and working out their own pathway will begin to build up a picture of what may be missing. Therefore in small working groups ask the participants to work through the following questions:

i. If you were going through a process of self directed support and were attempting to explore and build your support around you. Where would you begin? Describe the pathway from wanting support to setting up the support you decide is right for you.

ii. What local resources might you access along this pathway?

iii. Are there any resources you would want which currently don’t exist?

Once all of the groups have done this exercise ask for some key learning points from working through the pathway, keeping it focused on the kinds of supports they would choose and why i.e.

‘I know that people value information in their area, so I wouldn’t want to have to go into town for information, my GP practice would work better for me’

In Leicester, a self advocate told the group about their experience of self directed support. One man explained that he had a personal budget for his day opportunities but was frustrated that his housing and support was still tied up in a block contract. He told everyone that his experience of having a personal budget for some of his life had been great. He had more choice over what he did with his days and who supports him. He received support to plan and organise his days from a support broker from the local Mencap. There was no charge for this support as the funding was provided by Leicester City Council. Leicester has also produced a DVD detailing people’s experiences of self-directed support. A section of this was played at the workshop.

5. Best practice examples:

Exploring best practice examples supports the group to think beyond what they know exists currently towards what might be possible. It is particularly helpful to consider before decisions around solutions are discussed so that these are informed by available best practice. We recommend that you use examples that you know of from around the UK. Power point 3 outlines some of the best practice examples from Good Practice in Support Planning and Brokerage (DH, 2008). Present the examples and encourage the group to have a discussion about the advantages and disadvantages of each approach.
6. What’s missing?

It is important that we look at what’s missing in relation to the functions (the what) and approaches (the who) of brokerage.

Brokerage Functions – The What

Brokerage Approaches – The Who

Remember to draw the groups attentions back to all of the information gathered over the previous sessions. Ask the group to clearly identify what they feel is needed:

- To support people and families to do the work themselves we need good local resources, pro-forma’s, guides to recruiting your own supporters etc.
- To support local peer support organisations to offer support planning we need to offer training.
- To ensure we have good advocacy support which will support people where there is conflict.
- Locally we don’t have a good housing advisor, how can we make sure people have access to this and that they know about it

Ask the group to generate a list of the gaps they have identified in the local community. Remember to consider all citizens.
Examples:

In Barnsley the process of exploring what may be missing was discussed in the context of what work had previously happened around developing brokerage. Gaps included support planning particularly in relation to organisations continuing to offer support planning to people once people within the organisations had received training. The process enabled the group to explore current resources and how they could adapt to suit all citizens needs. Barnsley has produced a useful DVD of short films exploring self directed support from different people’s perspectives. The DVD proved to be valuable when exploring best practice ideas from people who have experienced self directed support.

In Leicester a wide range of agencies were brought together for the workshops. Many people had not met each other before and were, in many cases, unaware of the support and opportunities made available by the agencies present. Once people understood more about the functions (the what) of support brokerage the more they could see the approaches (the who) to offering them. One person commented that there was a lot more in place than they had imagined.

7. What would you like to be in place in 3 years time?

In small working groups ask people to consider what should be in place in three years time to ensure that local people have the appropriate support brokerage available to successfully direct their own support. Ask each group to list their ideas clearly on a large piece of paper.

<table>
<thead>
<tr>
<th>Functions</th>
<th>Find what’s available</th>
<th>Explore what’s possible</th>
<th>Provide information</th>
<th>Give technical advice</th>
<th>Encourage &amp; develop informal supports</th>
<th>Coordinate supports and resources</th>
<th>Assist person with obligations</th>
<th>Facilitation</th>
<th>Support Planning</th>
<th>Helping person to speak up</th>
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<tbody>
<tr>
<td>People &amp; Family</td>
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<td>Peer Support</td>
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<td>Community Services and Networks (including User Led Organisations)</td>
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<td>Support Services/ Providers</td>
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<tr>
<td>Social Services</td>
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<td>Independent professionals</td>
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</table>
Facilitate a discussion asking each group to feedback their ideas. Once all the information is gathered and there is a shared understanding of the ideas that are emerging move on to the voting stage.

8. **Agreeing the priorities:**

Obviously people’s priorities differ dependent upon their circumstances, their own personal priorities and their professional / organisational perspectives. Therefore all people need to have a chance to identify what’s most important to them. Ask participants to vote on the ideas they think need to be developed.

Give each person 3 stickers (dots) and invite them to place their dots on their top 3 priorities.

*Some of the ideas generated in Bristol*

*Getting ready to vote in Bristol*
9. **Review of information gathered so far:**

You will now have a list of ideas for developing support brokerage in the community. Those with the most votes should be at the top of the list. Validate this list with the group. This is the list which will be passed onto the smaller working group, including commissioners, to contribute to the development of the commissioning plan. Agree when the draft plan will be fed back to the participants at this workshop.

**Examples:**

*In Leicester after recapping on the information gathered there were suggestions around the need for clearly branded and consistent information from the City Council that should be available in all organisations and across the local community. It was considered important that information was both easily available and easily identifiable.*

*One of Barnsley’s User Led Organisations discussed the possibility of holding drop-in sessions at local neighbourhood libraries, ensuring that their support was available to people in their locality.*

*In Bristol some people discussed the fact that a Community Hospital was being built, People realised what a great place for information it could be e.g. Information re: Self Directed Support and, community opportunities. Tasks to follow this idea up were agreed as part of developing the Commissioning Plan.*
<table>
<thead>
<tr>
<th>Stage Three</th>
<th>Developing a commissioning plan</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Outcome</strong></td>
<td>An initial commissioning plan detailing outcomes, first steps, partnership and funding</td>
</tr>
<tr>
<td><strong>Format</strong></td>
<td>Meeting</td>
</tr>
<tr>
<td><strong>Time Required</strong></td>
<td>Minimum Half Day</td>
</tr>
<tr>
<td><strong>Who to involve</strong></td>
<td>Personalisation leads, commissioners, cross department council representative</td>
</tr>
</tbody>
</table>
| **Suggested session content** | 1. Clarify and agree the ideas for Brokerage development.  
2. Clarify resources  
3. Options Appraisal  
4. Develop a commissioning plan  
5. Gain agreement from all parties for future action including presenting completed commissioning plans. |
| **Supporting materials** | Commissioning plan Template |

The purpose of this meeting is to consider all the ideas and information gathered so far to create a commissioning plan.

The community events will have generated ideas from community members, networks and organisations. It is important that the people who contributed to developing these ideas see that they have contributed to future plans. If, following this meeting, it is decided that the priorities need to be re-ordered, or that some ideas cannot be acted on at this point it is important that these decisions are fed back to the wider group with the reasons e.g. time to plan in detail, funding to be sought, more information needed, cross department discussion required. You may think it is important to add other ideas. A record of all ideas should be kept. It may be that the commissioning plan has a section for future ideas.
1. Clarifying Options/Ideas for Brokerage Development from Stage 2:

Start by reviewing the ideas for Brokerage Development. As a commissioning group you will need to review these ideas and ensure you all have a common understanding of each. When you review the list as a whole you may need to discuss whether the ideas are representative (e.g. were different sections of the community represented, were key people missing?), accurate and well informed.

*Starting the Commissioning Plan in Leicester.*

2. Clarify Resources:

In order to develop the commissioning plan there will need to be an understanding of both the human and financial resources available – this may involve decommissioning existing services.

Funding could include:

- the Social Care Transformation Grant
- the Third Sector Investment Programme
- the Social Enterprise Investment Fund
- targeted grant funding of the voluntary and community sector, including user-led organisations;
- flexible contracting for brokerage functions with private sector providers;
- loan-type arrangements to stimulate social enterprise and small businesses;
- models for supporting micro-provision in the brokerage field;
- using experts by experience where willing as potentially valuable resources to improve the skills of others to broker their own arrangements.
3. Options Appraisal:

At this stage the aim is to review the range of ideas and to rank them in order of potential impact and effort. If there are a large number of ideas presented you may need to select a number to focus on for the initial commissioning plan.

Discuss each of the ideas presented and agree where in the chart above they should be placed. This is one way of being able to quickly analyse the potential impact and effort required.

The debate needs to be aspirational, whilst realistic. There needs be a common understanding of the resources currently available e.g. people and money PLUS a commitment to thinking creatively about what is possible.

4. Developing a Commissioning Plan:

The task for commissioners and those involved at this stage is to turn this information into a commissioning plan that will deliver improvements in the range and quality of support brokerage options available.

We propose that you start developing the Commissioning Plan with the Low Effort / High Impact options. It is important to achieve some effective ‘quick wins’ that will encourage continuing involvement as people see their contributions making a difference.

You need to agree locally how much you can include in your plan at any one time. Be realistic whilst being creative and remember a good infrastructure for support brokerage in your area is essential for good outcomes for local people as you progress to personal budgets.

The Commissioning Planning template below suggests the areas the group needs to address in the plan. The template encourages people to think about ‘Possible Partners.’ It is important that each of the Brokerage Development ideas is detailed and that actions, milestones and proposed outcomes are agreed. A further meeting may be required to complete this work.
**Commissioning Planning template:**

<table>
<thead>
<tr>
<th>Brokerage Development Idea (Lead contact)</th>
<th>Possible Partners</th>
<th>Cost and likely Funding. <em>(Kinds of funding SCRG, existing money, grants)</em></th>
<th>Action agreed (What, who and when)</th>
<th>Key Dates (Milestones)</th>
<th>Short/Medium Term Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Look to develop an info, advice and guidance base in local community hospital currently being built</td>
<td>PCT Community Development worker, Health Links Project</td>
<td>Negotiate for PCT investment and review existing grants. Would it be possible for an existing agency to base at hospital?</td>
<td>CW to meet with PCT by end of May 09, Review existing grants for info and advice CW and team, Agree possibilities and work plan (PCT and Social Services), Hospital Completion date</td>
<td>End May 09, 22/06/09, 14/09/09</td>
<td>Review of existing info and advice agencies, Increased understanding of support brokerage within PCT, Improved outcomes in relation to people accessing info, advice and guidance</td>
</tr>
<tr>
<td>Establish a Network of VCS and Statutory Providers (Lead CB)</td>
<td>Council Health and Social Care Community and other council departments, Transformation team, Local Council for Independent Living</td>
<td>Additional Admin costs Hosting costs. Build into service agreements with providers</td>
<td>CB &amp; KW to meet on 20.3.09 to take forward proposal. Include review of service agreements, Seek involvement of other council departments and engage the Local Strategic Partnership Board, Identify existing Health, Social Care and Community Providers in the neighbourhood and first meeting arranged, Invites out to first meeting</td>
<td>20/04/09, 15/06/09, 15/06/09, 6/07/09</td>
<td>Increase knowledge of provision available and gaps, Stimulate market development and growth, Identify Training Needs, Increase knowledge of support brokerage, Better understanding of future commissioning need</td>
</tr>
</tbody>
</table>
5. Gain agreement from all parties for future action:

The group should agree:

- roles and responsibilities of each party in taking the plan forward.
- the date and time of any follow up meeting.
- when you are going to report back on developments and action to the participants involved in the community events.

This process is just the start of developing support brokerage in your area. Ongoing commitment and action is required and it may be that this group becomes a working group to further develop the plan and monitor its implementation over the coming months and years. A key part of the group’s role could be to disseminate information widely about support brokerage, including sharing milestones and successes. Remember that local citizens and organisations must be genuine partners in this. Their involvement, connections, skills and knowledge are essential to future success. The development of support brokerage offers all local authorities a chance to establish genuine partnerships based on a common goal, a shared understanding and commitment.

Examples:

In Bristol the success of the Community Workshop and the obvious desire of the participants to stay involved resulted in the establishment of a network of Voluntary, Community and Statutory partners to:

- stimulate market development and growth
- identify Training Needs
- increase knowledge of provision available and gaps
- increase knowledge of support brokerage
- develop a better understanding of future commissioning needs
- It was agreed that this Network would be a sounding board for the ideas taken forward in the commissioning plan.

In Leicester, the work streams being developed included:

- community based information or Communication Hubs
- increased support in the community
- support and recognition of the peer and family support available
- training and development of brokers
- increased understanding of the existing and potential role of User Led Organisations (ULOs)
- strengthen the links between in-house, independent sector providers and community organisations
- a review of how existing funds are distributed to support development of a new plan
- minimum standards and quality in relation to support brokerage to be developed
**Stage Four: Review and Learn**

<table>
<thead>
<tr>
<th>Outcome</th>
<th>An agreement to continue to listen and learn as the plan develops</th>
</tr>
</thead>
<tbody>
<tr>
<td>Format</td>
<td>Meeting</td>
</tr>
<tr>
<td>Time Required</td>
<td>Throughout the life of the project</td>
</tr>
<tr>
<td>Who to involve</td>
<td>Personalisation leads, commissioners, cross department council representative</td>
</tr>
</tbody>
</table>

Implementing plans developed through consultation can be a rewarding process and offer a real chance to maintain the involvement of local people, including those people and community groups beyond the world of social care. It is important to listen and show that consultation and involvement leads to real change.

However well developed the commissioning plan there is no guarantee that the right solutions will emerge first time. It will be vital to review the plan and learn from the experiences of people who are self-directing their own support.

There is a range of ways to effectively review, for example:

- interviewing people who use support brokerage resources
- facilitating consultation days with a range of people accessing elements of support brokerage and the agencies offering some of the support brokerage functions
- developing new, outcome focused, reporting processes for funded agencies
- ensuring all providers participate in a local network sharing successes and ideas to improve the range the quality of support brokerage available
- networking with other authorities to share ideas, skills and knowledge

It is important to show how you respond to the findings of a review process and what the impact is the way supports and services are commissioned. Contracts with providers whether in-house, independent providers or community groups will need to reflect that the move to self directed support will demand the ability and willingness of all to review and learn and as a result develop their service offer on an ongoing basis, often within the length of a contract period.
Examples:

In Barnsley people who are directing their own support shared their experiences via film. A short film about self directed support was the outcome which gives people ideas about how to organise their support.

In Bristol a number of participants were genuinely encouraged by the openness and honesty of the debate and were willing to offer their time to continue working with council officers to develop support brokerage and review its success. There was a real sense of local knowledge being valued along with a desire to learn and work together.