Think Local Act Personal
Work Programme
2013-14

Think Local Act Personal (TLAP) is a national, cross-sector leadership partnership focusing on maintaining the impetus towards personalised, community-based social care. The partnership brings together people using social care and family carers with central and local government, major provider bodies, third sector, voluntary and other key sector groups. It is complemented by the support of many additional organisations and initiatives and links strongly to regional and local groups concerned to support personalisation.

This document sets out direct activity planned through the Think Local Act Personal (TLAP) work programme in 2013-14. The work to identify priority areas for action was begun by the TLAP Board in January and progressed further at the full Partnership meeting in March.

Background

The Think Local Act Personal (TLAP) Partnership exists to lead, influence and support the continued implementation of personalisation and community based support. Through our broad, cross-sector membership, TLAP provides a national platform for sector leaders to work alongside people with care and support needs, carers and families to effect the changes we all want to see. TLAP’s vision is set out in the Partnership agreement, is further described in Making it Real and is closely aligned with the transformation envisaged by the White Paper and the forthcoming Care and Support Bill. As TLAP moves into its second full year of operation, two key themes will continue to drive our approach across all workstreams – choice and control and empowering communities.

Our work towards these priorities in 2013-14 is underpinned by five objectives:

- **Supporting the authentic delivery of personalisation**: TLAP will play an important role in charting progress, promoting authenticity and integrity and sharing learning about what works in transforming care and support in challenging times. Making it Real in particular will continue to be a high priority for us in 2013-14.

- **Regional activity**: A Partnership with the word "local" in its title needs to work doubly hard to ensure there is a tangible impact from our work for people and
communities. We will be working on several fronts in 2013 to strengthen our influence and impact beyond the national sphere, and in particular through supporting activity in the regions.

- **Working with government, Partners and other key bodies:** We will continue to lever change through the work of Partners within their own organisations and with their constituencies and to work alongside Government and other improvement programmes to support and influence the development of policy and practice. In particular, in 2013-14 we will work more closely with the Towards Excellence in Adult Social Care programme, to utilise the mechanism of sector led improvement to further personalisation.

- **Broadening our scope:** We will be taking forward work in 2013-14 that places TLAP at the centre of wider health and care reform. This includes work to support the introduction of joint personal budgets, activity to support integration and work to embed coproduction and community empowerment through Health and Wellbeing Boards.

- **Co-production:** Co-production is our strength and will remain integral to our work. We will continue to champion co-production through the example we set and by ensuring that people with care and support needs, carers and families are at the heart of our programme through the National Co-production Advisory Group.

**How TLAP operates**

The Partnership is co-chaired by:

- Marjory Broughton, South East England Forum on Ageing (SEEFA), The Age Action Alliance
- Clenton Farquharson, freelance Consultant Farquharson Training and Consultancy, Healthwatch Birmingham, Community Navigator Service

They work with the Partnership Board to oversee the Think Local, Act Personal work programme.

The work of the Partnership is coordinated by a smaller "executive" and meets monthly to agree work programmes and monitor progress. It reports to the wider Partnership which will meet quarterly. The executive group consists of five representatives from across the range of provider organisations (including a representative of small-scale or user led enterprises). There is also one representative from each of the following organisations: the Association of Directors of Adult Social Services; the Local Government Group; Department of Health; the Social Care Institute for Excellence; NHS; a person who represents people using services; a carers representative.

Board members:

- Sarah Pickup, ADASS (co-chair)
- Alex Fox, Shared Lives Plus (co-chair)
- Sandie Keene, ADASS
The work of the partnership is supported by a small core team:

- Chelsea Beckford (Project Support Co-ordinator)
- Sam Bennett (Programme Director)
- Laura Boyd (Communications Officer)
- Linda Doherty (Senior Business and Project Manager)
- Jaimee Lewis (Senior Communications Adviser)
- Corinne Moutou (Project Support Officer)
- Shahana Ramsden (Senior Equalities and Co-production Advisor)
- Martin Routledge (Programme Manager)

The Think Local, Act Personal Partnership funds a limited number of projects and a small central delivery team; and is hosted by the Social Care Institute for Excellence (SCIE).

**Priority workstream activity for 2012-13**

Think Local Act Personal will operate five priority workstreams in 2013/14. An outline of the activity within these workstreams is provided below. For more information on any of the projects please contact the TLAP team (thinklocalactpersonal@scie.org.uk) and we will link you with the relevant partners and staff.
## Making it Real

Making it Real supports a practical step by step in the commissioning and delivery of personalised care and support through coproduction with people who use services and carers. The programme provides an enabling framework for people and organisations across the sector to take responsibility for change and to publicly share the progress being made.

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<th>Activity</th>
<th>Outcomes</th>
<th>Deliverable/ Product</th>
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| **TLAP identifies barriers to progress and solutions to ensure MiR is taken up by many more organisations** | • Consistent cross-sector understanding and sign up to what personalisation and community based support looks like in practice when it is working well  
• TLAP provides an enabling framework to support shared learning about what works in commissioning and delivering personalised care and support through the MiR web pages and case study materials | • Learning events for councils and providers  
• Business case to support uptake by local authorities and provider organisations |
| **TLAP works to gather and share examples of good practice and outcomes from organisations using MiR to commission and deliver personalised care and support** | • Supports the development and provision of personalised and community based models of care and support  
• Embedding coproduction within MiR organisations (which is a requirement for sign up)  
• Organisations from across the sector learn from each other’s practice in using MiR to improve the quality and responsiveness of services | • Good practice case studies and resources |
<p>| <strong>TLAP supports progress with MiR through active</strong> | • Higher visibility and greater traction for MiR | • Regional workshops for stakeholders across the sector |</p>
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<tr>
<th>Dissemination of products and resources in the regions</th>
<th>Maximise usage of MiR to support the development and provision of personalised and community based models of care and support</th>
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| **TLAP supports usage of MiR by people and organisations supporting people from all client groups** | Higher visibility and greater traction for MiR  
Organisations understand the applicability of MiR within different service and delivery settings  
MiR embedded as a consistent approach to local accounts  
Alignment between TLAP objectives and the model of sector led improvement developed and refined through TEASC |
| | Publication of specific resources supporting usage of MiR for learning disability services and by councils for their Local Account |

**Information advice and brokerage**

Working closely with the Department of Health and other key stakeholders to support the delivery of the aspirations set out in the White paper and Bill regarding the provision of information advice and brokerage, enabling people to make informed decisions and choices and to be in control of their own care.

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| TLAP continues to support the implementation of White Paper commitments regarding IAB | Coordinated leadership from the social care sector around IAB  
TLAP (and DH) have an effective and representative sounding board of key stakeholders from across the sector on issues | TLAP maintains a high level steering group involving those tasked with commissioning and delivering information, advice and brokerage |
| TLAP supports the dissemination, use and adoption of key IAB products and resources produced as part of the 2012-13 work programme | • Supports the development of effective models for the commissioning and provision of IAB  
• Greater and more consistent understanding of what good looks like in provision of IAB across the sector | Publication of the resources developed in 2012/13  
Workshops for key stakeholders to share products and inform further development |
| TLAP gathers and shares examples of good practice and works with a number of areas to understand outcomes and cost effectiveness | • Better access to high quality IAB for people with care and support needs, carers and families  
• Supports development of effective models for commissioning and provision of IAB  
• Supports greater understanding and shared learning around the range of models being used, including their potential for replication  
• Supports better local decision making and commissioning decisions by building evidence base for outcomes and cost effectiveness | Publication of case study materials of what organisations are trying and learning July  
More in depth studies in several areas highlighting the outcomes and cost effectiveness of different models June onwards |
| TLAP further develops key IAB products following consultation with | • A “go to” place for people and organisations to access information and guidance about key IAB | Production of “How to” guide and toolkit to assist Local Authorities in developing their information |
### key stakeholders

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<th>issues</th>
<th>strategies</th>
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<td>• A common language and better understanding of key social care terms</td>
<td>Development of map of journeys into social care with key information “pinch points” into a web based, interactive resource and audit tool</td>
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<td>• Less confusion between public and professionals</td>
<td>Dictionary of top 50 social care terms and descriptors with plain English versions with public-professional and professional-public versions published as web based resource.</td>
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### Market development and workforce

The National Market Development Forum brings together a collective wealth of experience from providers and commissioners of services, people who use services and carers, regulators and other connected bodies to facilitate a greater choice of affordable, quality, locally available and responsive services that people want.

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<td><strong>TLAP maintains the NMDF</strong></td>
<td>• Coordinated leadership across the sector around market development and workforce issues</td>
<td>Full NMDF meetings twice annually</td>
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<td>• Effective identification of barriers and solutions around the delivery of good quality, personalised care and support services</td>
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<td>• Supports the strengthening of local commissioning and challenging poor practice</td>
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<td>• Building stronger relationships between commissioners, providers and people with care</td>
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and support needs nationally

- Enables provider organisations to share their learning
- Promotes and encourages organisational resilience and better use of resources to deliver personalisation in a difficult financial environment

**TLAP establishes and supports the Quality Forum**

- Establishes an effective vehicle to discuss the quality environment and scope out next steps/future work on quality and quality assurance
- Coordinated, cross sector leadership for quality
- Supports a greater understanding of what we mean by quality, how it can best be assured and the respective roles in this of different stakeholders
- Promotes the use of the quality resources published in 2012-13
- Considers and responds to Nuffield Trust review of quality ratings

**Quality Forum meetings twice annually**

**TLAP delivers specific Partnership activity on workforce issues**

- Better shared understanding across the sector of the impact of price on workforce dynamics and service quality

**Research project and report on workforce dynamics in the provision of home care including the relationship between price, pay, supply and**
| TLAP supports coproduction in commissioning | • Supports effective approaches to coproduction in commissioning that put people in control of the process and enables them to shape local services  
  • Supports the commissioning and provision of effective models of personalised and community based care and support | Report exploring and evaluating different approaches to coproduction in commissioning |

### Self-directed Support
Identifies key issues facing the successful delivery of personalisation (and in particular self-directed support) and takes or promotes action to help resolve challenges and take opportunities. The SDS Forum brings together a range of stakeholders with direct experience, responsible for local commissioning or delivery or with key roles in promoting personalisation.

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| TLAP maintains the National SDS Forum | • Coordinated national leadership for personalisation and SDS across the sector  
  • Supports a clearer, shared understanding of what needs to be done to improve personalisation delivery | National SDS Forum Meetings |
| TLAP advises DH on the development of the Care and Support Bill regulations and guidance | • Positively influences policy and behaviour of key stakeholders in relation to personalisation and SDS  
• Gathering and sharing effective practice for improvement | Contribution to guidance |
| TLAP supports a greater understanding of the scope and impact of personal budgets implementation | • Supporting and promoting real choice and control  
• Ensuring regulations and guidance are grounded in a thorough understanding of what works in practice | National PB survey published in 2013  
Support delivery and publication of ADASS survey findings  
Regional workshops |
| TLAP continues to support the gathering and dissemination of best practice around the effective | • Supports effective implementation of personal budgets and direct payments at local level | Updated good practice on streamlined SDS process and cost effective implementation |
### Implementation of SDS

- Supports greater understanding of how to ensure the SDS process is streamlined and non-bureaucratic.
- Supports the policy ambition of many more people being supported to choose and access direct payments.
- Broadens understanding and application of innovative practice in personal budgets delivery.
- Widens the range of options available for people to manage their personal budgets.

Update on most effective strategies to support the increase uptake of direct payments.

Web-page with practice on improving the delivery of personal budgets for older people.

Report on the use of Individual Service Funds to increase choice and control through managed personal budgets.

### Integrated Personal Budgets (part of SDS workstream)

This activity will be delivered through the SDS workstream. It involves working closely with the Department of Health, NHS Confederation and the Social Care Institute for Excellence to promote personalisation and integration at the level of the individual using health and social care personal budgets via engagement with sector leaders and key professional groups and bodies.

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| **TLAP supports the rollout of personal health budgets by developing support for integrating health & social care at level of individual through joint personal budgets** | • Senior leaders in the NHS and social care to engage with and support the potential of personal budgets across health and social care.  
• Government, NHS Commissioning Board and key health and social care agencies are aware of the benefits and risks and have recommendations to take forward work in this area. | Establishment of a “senior leaders group” from health and social care to meet three times per year.  
Joint position statements and advice on maximising benefits and minimising risks are developed and shared through communications channels including events and media. |
| **TLAP briefs key NHS delivery groups to improve understanding of implementing personal budgets** | • Members of key NHS professional groups are informed of potential and practicalities of personal budget delivery.  
• Implications for the workforce are understood. | Active engagement with NHS Confederation networks through meetings and events.  
Publishing short briefing material for key networks through PHB toolkit and TLAP website. |
| **TLAP gathers and shares positive commissioning practice for integrated personal budgets** | • The market starts to respond with appropriate offers of support. | Short briefing that builds on work developed by the National Market Development Forum, the PHB Going Further Faster sites and the Personal Health budgets toolkit. |
| **TLAP gathers and shares learning to improve access to personal budgets for groups at risk of exclusion** | • Groups usually at risk of being excluded from the benefits of personal budgets in health and social care have equal access. | Good practice briefing on joint budgets for people with learning disabilities.  
Good practice briefing on joint budgets for people with mental health issues.  
Good practice briefing for joint budgets for older people. |

**Building community capacity**

Demonstrates how social capital can be grown and sustained in co-production between public agencies and communities to promote the inclusion and contribution of older and disabled people. Supports health and well-being boards and their members to develop and implement strategies which are financially sustainable while helping achieve radically new relationships between public agencies, communities and individuals. There is a White Paper commitment, as part of this work-stream, to establish a collaborative network to spread the adoption of
community based approaches. This is to be delivered jointly by TLAP and Public Health England.

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<td><strong>TLAP further develops a collaborative network with Public Health England</strong></td>
<td>• Coordinated national leadership for building community capacity across the sector</td>
<td>Further webpage development and maintenance</td>
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<td>• Supports the spreading and adoption of effective community based approaches</td>
<td>Collaborative network meetings</td>
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<td>• A “go to” repository of good practice case studies and materials in one place for stakeholders to access quickly and easily</td>
<td>Products from the network</td>
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<td><strong>TLAP develops a whole system framework for community empowerment and capacity building</strong></td>
<td>• Inform and support complementary activities of others engaged with H and WB boards including DH, LGA</td>
<td>Framework published and tested with exemplar areas, health and well-being boards to build and make full use of community capacity in sustainable community well-being.</td>
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<td>• Share learning about what works between and across areas using a range of routes including the collaborative network</td>
<td>Share the learning from the exemplars with others via various routes including the collaborative network (see below)</td>
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<td>• Demonstrates what a whole system approach to building community capacity can mean in practice</td>
<td>Published analysis of cost-effectiveness of different community based interventions which build resilience and reduce the need for more expensive interventions. This to be done in collaboration with Professor Knapp (LSE/school of social care research)</td>
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<td>• Encouraging and supporting adoption of effective sustainable approaches</td>
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<td>• Building the evidence base for community interventions</td>
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<td>• Supporting more intelligent commissioning decisions</td>
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**TLAP supports delivery of second cohort of Empowered and Healthy Communities Leadership programme with National Skills Academy**

- Supports the development of local leadership capacity for community capacity building and empowerment
- Supports the spreading and adoption of effective community based approaches
- Builds greater understanding and connections between leaders from the statutory and voluntary and community sectors

**Supporting regional activity**

TLAP proposes to support activity within the regions in 2013-14 around key Partnership objectives, including the adoption of Making it Real, building community capacity and strengthening market development

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| **TLAP supports the regional activity** | • Support the delivery of effective approaches to personalisation and community based support in the regions  
• Greater traction for TLAP and Making it Real beyond the national sphere  
• Getting TLAP products and resources into people’s hands and supporting direct engagement and usage in the regions | Bespoke delivery programmes in each region around key TLAP objectives |
- Supports shared learning by establishing reciprocal relationships whereby regions provide evidence of their progress with key TLAP objectives in exchange for direct support and resources

- Extends and reinvigorates the wider Partnership beyond the Board by offering further opportunities for shared learning and engagement

- Builds greater alignment between TLAP and TEASC and utilises the model of sector led improvement for the delivery of personalisation and community based support

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### National Coproduction Advisory Group

The NCAG ensures that the voices of people who use services and carers are fully engaged in shaping and delivering the work programme, in a way that makes best use of their skills and expertise and creates the conditions where members hold key leadership roles within TLAP

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| **TLAP supports the ongoing development of the NCAG to coproduce the work programme** | • Supports the delivery of key policy and practice objectives reflected in TLAP programme activity (e.g. personalisation, personal budgets, personal health budgets, building community capacity)  
• TLAP sets an example for the sector of what coproduction looks like in practice | People with lived experience involved in all programme activity (including product development and events) |
| **TLAP embeds principles of Equality and Diversity in all internal and external activity** | • Increased integrity and traction for all TLAP products and resources that are grounded in genuine coproduction, including those developed through direct DH commission (PHB and Information and Advice grants – see below)  
• People with lived experience of care and support develop their skills and capabilities to engage with policy makers and service providers | • TLAP work programme complies with best practice in relation to equality and diversity | Equality impact assessment of TLAP programme |

**For more information:**  
Website: www.thinklocalactpersonal.org.uk  
Twitter: @TLAP1  
Email: thinklocalactpersonal@scie.org.uk  
Facebook: www.facebook.com/thinklocalactpersonal