



Transcript:

Narrator: Service user and carer participation has become an increasingly important part of how adults social care services are developed and delivered. Participation operates at many levels from offering people a much greater say about their individual care packages to involving users and carers in strategic decisions about how services are designed and commissioned. In this film we'll be looking at how Manchester Adult Social Care currently involves its customers as it calls service users and carers including people with physical disabilities, learning disabilities, people using Manchester's drug and alcohol services and members of Manchester Carers Forum. We'll be using the jigsaw model of participation to help us understand how Manchester approaches user engagement. The jigsaw connects four aspects of participation Culture, Structure, Practice and Review. The culture of an organisation can define how successful its participation and engagement process can be. Any organisation wishing to develop meaningful participation must first develop a positive attitude towards the process.

Diane Eaton: It's absolutely vital that we have customers involved in developing services so from a, a strategic point of view we cannot operate without customers being involved in participation of the ... the development of services over the coming years so we, we attempt to involve as many people as possible in that process.

Dave Williams: And what do we mean by consultation. Do we just want to tell ... by consulting with people are we just going to tell them what we're going to do and ask them to just say oh that's okay and rubber stamp it or are we saying that we need to have people involved right from the very word go identifying what their needs are.

Stephen Kingsbury: We have a wonderful man to work with a chap called Paul Cassidy who is keen as mustard on, on getting us involved in all

departments within Social Services and I'm sure it frightens some of the senior staff but well what Paul wants Paul gets.

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Diane Eaton: I'm going to hand over to Paul Cassidy now who's the Assistant Director for Customer Support to start the group work off.

Paul Cassidy: Morning everybody my name's Paul Cassidy and I'm the large one in the little and large duo. I'm just saying that because what I want you to do this morning is have a little bit of fun as well as be serious because you know we're not you know we're here to try to make it an enjoyable experience for people as well as to get some valuable information back. We want to make sure that what we do really does reflect what people want us to do. We spend about a hundred and fifty million pounds of public money and we provide services to about twenty thousand people in the city so it's quite easy to get things wrong when you're talking about those numbers really and if we don't listen to our customers and we don't listen to the families of our customers we're more likely to get things wrong.

Diane Eaton: The benefits of including people in planning and thinking things through is that actually we really get to understand how services feel when people receive them so we can do lots of designing of services but without customers involved we won't really know what it's like to be in receipt of social care in the city.

Stephen Kingsbury: I live in it, I eat it, I breathe it, I sleep it, I work with the people who are involved in it therefore I know the system inside out and backwards.

Diane Eaton: So the benefits are that people get to tell us honestly what it feels like.

Stephen Kingsbury: And also I can tell them look you know this isn't working and we can go back and look at it again.

Diane Eaton: We learn the areas that don't work very well, we've got then a chance to involve people in redesigning those services and we don't waste money in designing things that don't work for people.

[Talking round table]

Female Speaker 1: The Carers Forum how, how ... that's, that's a particular big group and what kind of consultation do you engage in as a ... as a group.

Male Speaker 1: Well there's regular meetings actually held with the Adult Social Services because I was at one only a few weeks ago and they are regular interactions, a lot of interaction of course with your own particular staff. I mean I'm fairly new to the Carers Forum but I would say that in terms of the relationship with Adult Social Care it works very well.

Dave Williams: For some people it represents a real change in the way that they've worked and done and thought and done practice before where you know they've made the decisions, they've done the taking of the assessments, they've put the services in place job done.

Stephen Kingsbury: And years ago we were told that we know what's good for you you don't. Ah, thank god things have changed.

Dave Williams: Through the individual budget and to the personalisation agenda that's the way things are going. People in local authorities and in statutory bodies need to really wake up and smell the coffee on that agenda because very soon they're not going to have budgets to manage. That money will actually be in the hands of the people for whom the services are intended.

Narrator: Structure is fundamental to participation and any organisation wanting to successfully develop engagement must first establish structures to ensure that any potential barriers can't hinder the process.

Diane Eaton: When you're trying to work with a very mixed group of people to make sure that everyone is included in some form of consultation, you have to take into account all the issues that may affect that

involvement so their past history, their level of disability or awareness, their experience of working with organisations.

Tom McLean: The group of people that we ... that we serve have memory problems and understanding problems and we, we often have to go over issues a number of times. We often have to breakdown ideas into their very most basic concepts.

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[Talking round table]

Female Speaker 2: We've tried very unusual ways as a group of finding out what people think.

Tom McLean: So you, you had a problem and you told people about the problem.

Female Speaker 3: Yeah.

Tom McLean: So that's a consultation really.

Female Speaker 2: What do people understand by the word consultation?

Female Speaker 4: Like if you want [unclear-00:06:42] and you said to me I'm going to do something want you to know like counting your money

Tom McLean: One of our main principles is that you really need to know people in order to get the best kind of responses from them without leading and without prompting too much.

Diane Eaton: When we're planning an event we have a checklist to go through to make sure we've covered people's needs. For instance, signers, interpreters, access issues, support workers on the day, all the kinds of practical things that people will worry about when they come to events and may hinder that participation in that event.

Diane Eaton: We do have a number of interpreters with us today. We've got the BSL signer interpreters at the front and we have got some language interpreters in the room as well.

- Ros Nesbit: Manchester always makes sure it is a room that is accessible to disabled people.
- Diane Eaton: There's an exit there but there are steps so the other exit is out this side and through the doors where the lifts are and that is full access to the road and there will be staff at either door to assist people to get out.
- Diane Eaton: The difficulty you often get into is that individuals will want to talk about their own personal issue today for them rather than a sort of global view around what services should look like. So some of the things that we have done is work with people in advance of consultation so that we're actually training people to represent groups of people, not just themselves.
- Ros Nesbit: I had to go on a training course which was two days of very intense training to be told and taught how to ask questions, how to participate, how to listen.
- Diane Eaton: We are still learning though and we're always open to the next thing that we need to think about. And there are clearly in Manchester still customer groups that we aren't reaching.
- [Talking round table]
- Male Speaker 5: I've got a really good friend and he's got dual diagnosis, yeah. He's an addict and he's also got autism and a place like this he just even contemplating coming. He could ... he can't even get to Glentop because of the fear, what he suffers from and stuff like that, so I think you need to do help round stuff like that as well.
- Diane Eaton: We're going to widen the reach around our consultation and develop a new strategy that brings everything we've already learned that we think is very positive into another level really of consultation for the future.
- Narrator: Organisational practice must allow people who use services the opportunity to participate in ways that suit them. Therefore, an array of varied practices needs to be developed by organisations.

Diane Eaton: Customers in Manchester are currently involved in planning around design of services, around change in policy, around the implementation of the personalisation agenda and that varies in different kinds of services, so we have formal partnership boards in a number of services which have been established for a couple of years now and been very effective in being focal points for us to take ideas and thoughts to or initiatives to to ask for assistance and support in thinking things through and designed services.

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Tom McLean: We've been asked to look at this picture because it's about telling you what to do when you've got a cold, okay, and we thought the top bit wasn't too bad and we thought the bottom bit was very good.

Anna Fedeczko: We've been running the group for approximately eight to ten years, something like that. It's definitely been going for about eight years, and we've found that the way that we work with people certainly works very well in terms of finding out from people what they think about the service that they receive and the staff who support them.

Tom McLean: You thought it was swine flu. You thought it was ...

Female Speaker 3: This one.

Tom McLean: Yes.

Female Speaker 3: Okay. Kill out.

Tom McLean: Kill ...

Female Speaker 3: It.

Tom McLean: Kill it. What does that mean? How could they make that message, that picture better?

Male Speaker 6: If you're going to do it properly do it in, not big that ... pages that big, do something clear, understanding what it says.

Anna Fedeczko: This is already the second time that somebody has tried to make this easy to understand.

Male Speaker 6: You should have done it properly. You should have asked other people.

Anna Fedeczko: Yeah. They have asked other people and they're asking our group as well ...

Male Speaker 6: I'm

Anna Fedeczko: ... so that they can do it properly.

Male Speaker 6: They should do it properly.

Anna Fedeczko: They will fix it.

Male Speaker 6: Sorry (laughs)

Anna Fedeczko: And they will take all your comments on board.

Tom McLean: And they'll listen to it.

Diane Eaton: Some or all the groups have care of and consultation forums. Some people are part of wider e-mails circles where they can e-mail information into us. We do a couple of formal questionnaires each year where we write out to large numbers of customer groups to get the information back.

Tom McLean: We've also I think influenced quite strongly the participation of people in the selection of staff. They've said for many years I want a say in who supports me.

Stephen Kingsbury: Would I like this lady/gentleman to look after me. If I think they're not going to do it properly then I'm sorry but they don't get the job. They may well know all the answers on paper but would they go out and look after me as I would wish to be looked after or would they simply tell me what I was going to do and what I was going to have.

Tom McLean: It is now across the board in the Learning Disability Partnership and in many of the independent providers that there's always a panel member with learning disability at staff selection which we think's quite a significant step forward.

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- Male Speaker 7: Tricia actually goes on a panel for the interviewing.
- Tom McLean: For new staff?
- Male Speaker 7: Yeah, for new staff. Obviously, one of the carers go with her but she'll say like things on the board.
- Tom McLean: Are you going to tell us some of the things you've said in interviews, Trish?
- Trish: Yes.
- Male Speaker 7: There's some questions actually on there but they're not actually working.
- Tom McLean: Oh, you haven't got the questions today?
- Male Speaker 7: But it'll probably ask something like would you be prepared to take me out on my activities because I go out a lot, I do a lot of activities, well, Tricia does anyway.
- Tom McLean: Is that right Trish, is that the kind of question you ask?
- Trish: Yes.
- Anna Fedeczko: We pay them expenses, we pay them for a day's work and that's ... they really feel that they've chosen staff and really feel good about their involvement in that.
- Diane Eaton: We are looking to modernise even further the ways that we consult with people. For instance, texts alerts to younger people who are very busy out there doing everything they need to do and haven't got time to come into a meeting but they would text a response back to a question or an issue if we could look at facilitating that kind of response. So, I think we are ... we're keen to look to branch out into other ways of doing this.

Narrator: The review process allows organisations to reflect upon their participation strategy and evaluate any progress, achievements or improvements that may have been highlighted during the process.

Diane Eaton: In Manchester we use a number of ways to find out if participation works and the keys ones are through our customer groups that we run and the partnership boards.

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Anthony Mellor: I have noticed a lot with City Council is layers of cost effective bureaucracy. A lot of changes in language for care managers who used to be social workers and I don't mean that derogatory, care managers don't seem as skilled as they used to be, they seem to be following more political agendas. Housing always comes up with everything in the community and it seems like it's housing, a big mafia yet nothing ever changes and stuff like that. I just hope that some of the changes for ... I've taken on board what people are saying because I've heard it said ten, fifteen years ago. I was brought up in Hulme in Moss Side, pulled it down twice, consulted numerous times and there's still a housing problem.

Stephen Kingsbury: Some places may not be doing it as well as Manchester. Some places may be doing it better than, but it's the attitude and mind.

Dave Williams: I think Manchester have really done a lot about engaging with people and there is will there, there is a desire. It's just about getting that idea really firmly entrenched within the whole of the service.

Diane Eaton: We're not currently using a formal method to evaluate the consultation process but I think we'd be quite keen to look into what's available but one of the things I think again would be key would be customer involvement in that process. So, for instance, I would prefer that it's a customer organisational group of people who are actually doing that evaluation. I don't think it should be done by the authority itself.

- Stephen Kingsbury: How do I know that my views are being listened to because if I ask somebody to do something I will give them a couple of weeks and I ring up and find out if they've done it.
- Dave Williams: The evidence we look for in terms of our voice being heard is the change that is made as a voice ... as a consequence of us voicing our ideas and our views.
- Ros Nesbit: We do get a lot of feedback because we ask the questions. I do, I ask an awful lot. Well, what's changed?
- Diane Eaton: On the whole most authorities are good at listening and they're good at thinking through what needs to be different and trying to make the changes but letting people know that we have changed it and what the benefits are to them is often more difficult.

Group Work - What could be improved? What needs to be changed?

- Male Speaker 5: You know you put your stuff over and it'd be nice to hear whether ... like it's changed. This is all good but does it change anything. That's sort of ...
- Female Speaker 5: Things that we're saying to you you never get to find out anything.
- Male Speaker 5: Don't get to find out if there has been a change.
- Female Speaker 5: Any changes.
- Tom McLean: What do you think would be a reasonable timeframe to get some feedback about your comments or complaints?
- Male Speaker 5: Say at least a couple of months. Yeah. It's not going to change overnight. Say two or three months really before anything's been changed. Because these things don't get rushed, do they?
- Anthony Mellor: I've seen a lot of feedback that they think we need to hear but I've not actually seen anything really hit the ground and make a difference yet.
- Ros Nesbit: Have we made a difference. Where have we made that difference?

- Dave Williams: We don't want to see reports to committee. We don't want to see quality mark. We don't want see all that, we want to see changes to lives of people in Manchester.
- Diane Eaton: One of the key aspects for the future of our consultation is that we are aiming that people will not be waiting for us to go and ask them what they think but actually getting to a point where they're able to voice views and opinions about what should change and develop in their own time in their own way.
- Anthony Mellor: If the power was shifted more to a community level and what were the change I'd listen more to the communities but not just listen for the sake of placating them and saying ... ticking a box and saying yes we've listened. I'd really sort of really sort of evidence where we've actually listen and an outcome.
- Dave Williams: The way that the City Council and Adult Social Care engages with the carer's forum and with carers in terms of identifying need and working together to address that need, is a real model of engagement.
- Stephen Kingsbury: Senior management who are involved in social care now have got the mindset that they need to have us on board working with them.
- Anthony Mellor: Not token gesture representation in the services from the community, community representation with a say.
- Dave Williams: So that actually we don't just have consultation but we have engagement so that people feel they have a stake in the services which are there supposedly for their benefit.
- Diane Eaton: And on the whole I think that's where we're getting to but we have still got pocked that I think we could do more, and I think the day that I stop thinking that is the day probably I need to find a new job.

[End of Recording]