



Adult and Community Services

Information and advice strategy



**Bolton
Council**

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1. Introduction and context

It's important that information and advice is available for local people when and where they need it.

Services need to be more personal and responsive to people's needs, and the first step is to make sure there is good quality local information that is accessible to all citizens. With this aim, the national Putting People First programme has placed the duty on local councils to provide universal information and advice, to help people make choices and have greater control over their lives.

Information and advice is an essential part of the transformation of adult social care. By 2011, all councils are expected to have "universal, joined-up information and advice available for all individuals and carers, including those who self assess and fund, which enables people to access information from all strategic partners."

Information and advice should be easy to access on a wide range of activities and services that improve wellbeing, for example, leisure, housing, or local community activities. These all have an important part to play in supporting people to remain active in their local community and independent in their own homes for longer.

Adults and carers who require support need advice and information about the services that are available, the choices they have, and how to arrange and pay for care. Traditionally, information about social care has been produced for service users or potential service users, but information about universal services has been the separate consideration of each organisation that provides a particular service. As part of Putting People First in Bolton we are changing this approach so that social care becomes part of universal information and advice for all local people, addressing the broader spectrum of people's needs and circumstances and financial means beyond what is branded as 'social care'.

Co-ordination of universal information and advice

This strategy sets out our local plans for greater co-ordination and promotion of information and advice for local people, and explains the steps we will take to make this available in a wide range of ways to support our diverse local communities.

There is no shortage of information around. Public services traditionally provide a wide range of information for adults and carers through leaflets, websites and promotions; advice is sought and provided from scores of places, with the council, the NHS, voluntary groups and more informal sources each playing important roles. And yet, despite the volume of information produced, people consistently say they find it hard to find out what they need to know, or how to contact the right source of help.

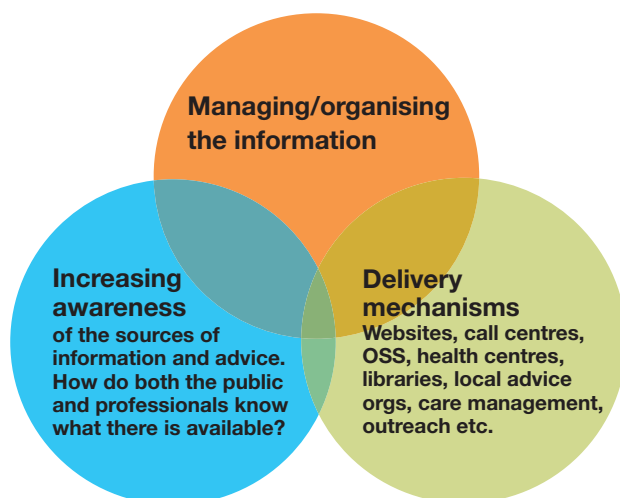
This strategy kick-starts the process of an across-the-board examination of what information people need the most, in what formats and where; and how we can best make sure that trusted advice is on offer when and where it is most needed. If duplication can be reduced, gaps filled, and delivery and efficiency improved, then enquirers should enjoy a better experience and better outcomes, and costs will be reduced. For those who require personal care, this would mean a smoother and more reassuring process of getting the support they need. For those who can be connected with general community services or activities, this can prevent more intensive interventions at a later stage; this may involve positive advice or signposting to other services or sources of help.

The following parts of the strategy examine the need for information and advice, with the differing but complementary needs of various sections of the community being an important consideration. The nature of current provision of information and advice is briefly outlined, noting areas of good practice, but acknowledging where there are gaps and shortcomings.

Dimensions of information and advice

The strategy sets out to consider how information and advice could be **better planned and co-ordinated** in the future, with reference to the three dimensions of information and advice - managing and organising the information, delivery mechanisms, and increasing awareness of the sources of information and advice. These overlapping dimensions are illustrated in the following diagram.

Information and advice (and advocacy) map



An **action plan** for the next 12 months, 'How to make it happen', charts the main steps in developing this approach in partnership with other providers of information and advice and local communities.

Definitions

- Information – is concerned with the supply or provision of material on topics or services of interest to local people, and may be made available in various formats, including on the web, in leaflets or information sheets or over the telephone. Information can explain issues briefly or in depth and may refer to other sources of help or contacts, and in printed form can be displayed, supplied on request, or shared verbally, and may be actively promoted and distributed.

- Advice - is guidance or explanation, provided directly to an individual to help them access a service or a benefit, to take a particular course of action or consider options.
- Advocacy - for some, additional support may be needed via some form of advocacy, which can be defined as providing encouragement or representation of an individual's views or rights. This strategy is not primarily concerned with advocacy but there are close links between information and advice, and advocacy. Consideration of advocacy needs is expected to arise naturally from the debate and joint working which this strategy will engender, especially when examining the needs of particular groups.

Putting People First In Bolton

The Information and Advice Strategy is an important part of Putting People First in Bolton, which aims to deliver the transformation and personalisation of public services, particularly adult social care.

A new system of care and support is being introduced, based on enabling people to live their lives as they wish, promoting independence, choice, well-being and dignity. Putting People First in Bolton aims to ensure that for local people:

- It's quick and easy to find your way through the care and support system
- I've been the one deciding what care works for me – it's been my choice
- I've been able to find the right kind of care and support to meet my needs.

Putting People First in Bolton is being led by Bolton Council, but involves the council working in partnership with many others, including the NHS, other statutory agencies, third and private sector providers, users and carers and the wider local community, so that the needs of the community will be provided for, not just those who meet social care eligibility criteria.

2. The need for information and advice

Universal information and advice must be **accessible** to the whole population, broad in its scope and as meaningful as possible to all sections of the community.

A wide range of formats are needed to respond to different preferences and circumstances, for example via the internet, in printed form, by telephone and face to face; but over time the pattern of demand for various formats is likely to change. Importantly, for those who have disabilities or communication needs, there may be particular requirements that need to be met in alternative formats, or in a personalised way.

Meeting the information needs of different groups in the community is not simply a technical matter concerned with accessible formats or specialist channels. Reaching people with helpful information, in ways and in places that are relevant, is the key challenge in responding to the diverse needs of adults in Bolton and is a **basic right** of all citizens. Information about universal and specialist services may be targeted at particular sections of the community, for example, older people, disabled people, people with mental health problems, carers, young families or unemployed people. Specific cultural needs could be related to background, faith or sexuality. Those who live in particular local areas or settings may have particular information needs in relation to health, housing or employment, and will certainly do so in terms of activities and opportunities available in their neighbourhood.

Information needs arise from personal circumstances and life events, but people need to be aware of potential sources of help; they may have low expectations of assistance being available.

Information and advice about social care is needed both for those who are eligible for council funding and those who will have to fund services themselves: people in each of these circumstances (including many who will be unsure) will need information and have to feel that they can approach someone they can trust for authoritative advice. As well as people who live in the Bolton area, information and

advice is also needed by their families or friends who may live elsewhere.

Improving our understanding

The major issues and challenges relating to our local population and demographic change in the years ahead have been identified in **Bolton's Joint Strategic Needs Assessment**. Findings from the 2011 Census will inform us further. Customer feedback, monitoring and other data that has been gathered from public services and advice agencies is all valuable in improving our understanding. We are already aware of the information and advice needs of some sections of the community from involving local people, and from national and local research. For example, improving public information has been identified as an important priority by local older people. Finding out about services and activities and not being faced with jargon or unnecessary form filling are some of the issues that local senior citizens have told the council are important to them. A proactive approach has also been taken to reach carers and make them aware of support available. Recent years have seen positive developments in how Easy Read information is made available for people with learning disabilities.

Responding more effectively to specific needs

We have a positive starting point with evidence of the needs of many customer groups, and there are **networks** of committed individuals and organisations who will work together to promote and tailor information to them. But there is more that needs to be done to ensure that information and advice is accessible to all and responds to individuals' concerns and requirements. We need to understand the gaps in current provision and practice. We know that the experience of some citizens can be that of being 'passed from pillar to post' or simply not knowing where to start, which often means putting off asking in the first place. Wherever a

citizen makes their first enquiry, their customer experience should be positive and should **open the door** to whatever specific or specialist information or advice they may need, although this may often be from another source.

An important aspect of a new strategic approach to co-ordinated delivery will be to encourage information and advice providers to **share** their knowledge and experience of tackling these issues so everyone can respond more effectively to particular needs, and identify the best ways to reach particular groups or communities.

Understanding the information needs of our local population and our co-ordinated response will make an important contribution to achieving the outcomes that are at the heart of Putting People First, for example, maximising people's independence, choice and control, and their ability to participate as active and equal citizens. Effective information and advice plays an important part in **prevention** and the take up of early and short term intervention which prevents people from falling into dependency. People who are empowered by having easy access to relevant information will rely less on 'traditional' social care interventions. They will be able to understand their options and choose services that are right for their circumstances. Given the projections for cuts in public spending this is

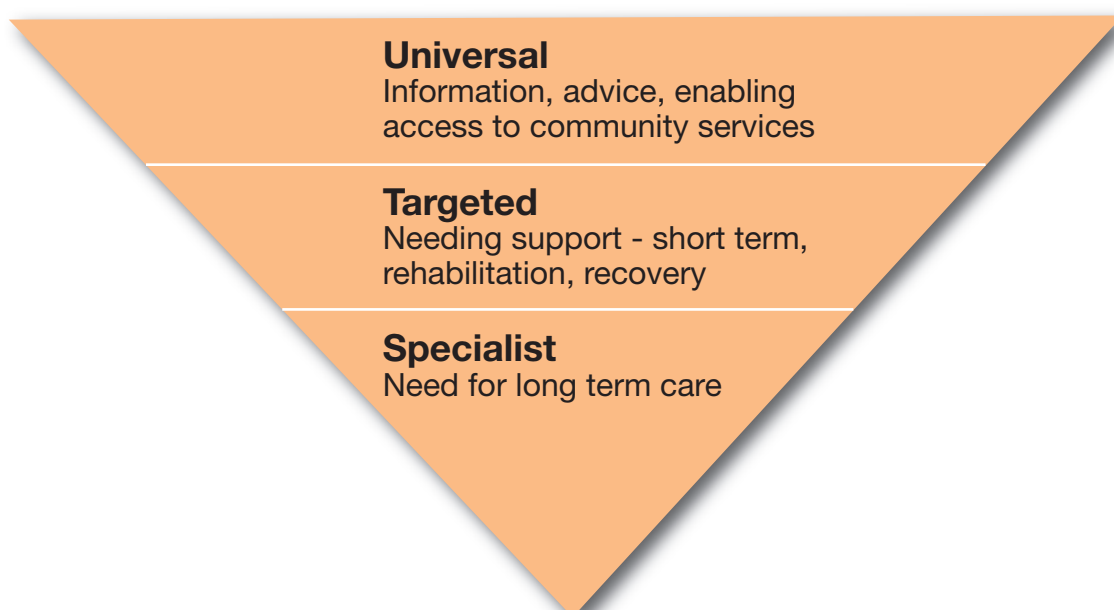
not only good for individuals but essential for services operating with far less money.

Co-ordinated provision of information and advice will support people who require different levels of support, including those with complex care needs or those who need some targeted help. Those who have to plan and consider care options, whether service users themselves, relatives, informal carers or health and social care professionals, will benefit from clear information and a more joined up approach.

The range of needs for care and support is sometimes illustrated in a triangle, split into three parts – universal, targeted and specialist.

For the majority, **universal** services are sufficient to meet their needs and information and advice is crucial to people finding, choosing and participating in this kind of provision or activities. Greater levels of support are there when needed, which may be **targeted** or short term, or **specialist** to meet the longer term needs of those who are more dependant.

Information and advice is also important for service users and carers who have these greater levels of need; this may be specialist service-related information or information to enable choices of care providers.



3. Ways in which information and advice are delivered now

Access to universal information and advice encourages people to play an active role in their communities, as well as promoting choice and control.

Access to universal information and advice encourages people to play an active role in their communities, as well as promoting choice and control. It's important to acknowledge that some people need a 'navigator' to help them through this process; one of the original priorities for the setting up of Bolton Council's 'Access Bolton' service was to streamline and facilitate this for citizens. Bolton has over the years developed a range of places where local people can go to get information or advice on various subjects and ask about particular services. These range from the One Stop Shops at Bolton and Farnworth Town Halls to local libraries, voluntary groups such as Age Concern and Bolton Carers Support. Those who prefer to use the telephone to make enquiries can ring these contact points and others, such as the Citizens Advice Bureau or national Helplines run by prominent charities. People who have access to the internet and know a little about how to navigate around it can find a plethora of sources of information, with media articles and electronic forums adding to the official government sources and Bolton Council service pages. E-mail enquiries and interaction with services via web forms or social networking sites are likely to become increasingly popular in the future.

The various 'ways in' offer choice but several may be used and can be complementary, for example, background reading to inform awareness on the web, or information leaflets, may prepare and equip the customer and provide the right contact number. Telephone or face-to-face enquirers may be sent or given information or forms to follow-up or support advice given or action taken.

Enquiry points and advisers

The fact that there is a choice of information providers and types of service available is generally acknowledged as a positive aspect of current provision, providing choice and a range of contact points, some of which are tailored to particular population groups or means

of enquiry. Some sources of information and advice have a primary focus as the most appropriate or official enquiry point, for example, to apply for Council Tax discounts or benefits, social housing or social care. But all information providers are often asked about matters that may not be core to their business, or issues are identified where help may be needed from other sources. Information providers use their knowledge and contacts to **signpost** people, and in the case of some advice agencies these can be extensive. Generally, though, 'signposting' is not underpinned by shared or consistent information or processes and so it does not always succeed in directing enquirers to the best source of further help, and opportunities to recommend sources of support and help can be lost.

The following summarises key enquiry point and sources of information, but there are many others:

- Access Bolton, Bolton Council's telephone contact centre, is operated from Bolton Town Hall along with the One Stop Shop for personal callers, and this is the first point of contact for a wide range of services, with a flexible approach to handle changing demand for services at peak times or to respond to campaigns.
- Social care enquiries are currently dealt with by an older people's help desk in Access Bolton, with advice for under-65s being dealt with by a separate adult advice and assessment team.
- There is also a specialist housing advice service, and a council-run welfare rights service.
- Bolton's local libraries are a call-in point for a varied range of enquiries and are also an important place for publicising

neighbourhood information and activities. GP surgeries and local health centres may be a convenient and familiar first point of contact for enquirers. Local neighbourhood centres such as UCAN centres act as a focal point in a similar way.

- Voluntary advice services include Citizens Advice (CAB) and Age Concern Bolton. These work in partnership with council and NHS services, the Department for Work and Pensions and money and debt advice services.
- Health, social care and housing professionals, particularly those who visit people at home to advise, support or arrange services, are important providers of information. These professionals range from sheltered housing wardens to social workers, district nurses and occupational therapists. They are vital in identifying associated needs and providing signposting or making referrals, and may be sought out as trusted contacts and advisers. This activity is an important part of local health improvement led by Public Health, currently part of the Primary Care Trust, but is a responsibility that will transfer to the council in the future.

Published information and promotion

Public service points including health centres, community centres and libraries display information leaflets from many sources. Some of these will be locally produced and focus on particular services, whilst some may be about current promotions, campaigns or activities. Other leaflets are published by national organisations, providing general information about looking after your health, managing money or referring to other sources of information, and these kinds of publications are sometimes produced for a specific audience, such as older people or parents of young children.

The reality is that printed publications only provide partial coverage of local services and issues. The rise of the **internet** in recent years has had a dramatic effect on this, and cost considerations of design and printing have had a bearing on whether a leaflet is produced or reprinted. One would expect these trends to continue, but leaflets and booklets remain an

effective tool in raising awareness of issues and services, as long they get into the hands of the right people and their contents are authoritative and up to date.

The challenge of reaching people with useful information that will be of genuine interest and help has been taken up in Bolton via promotional campaigns, which have involved Bolton Council working with partner organisations. Examples of this include 'Feel the Benefit' which promoted insulation grants and benefits checks to local older people, the 'Who Cares?' campaign to identify those providing informal care to family or friends and offer them support, and promotion about home security and personal safety. Each of these promotional campaigns has used posters, press articles and leaflets to spread the message and encourage individuals to make contact with existing services, perhaps by ringing a dedicated number, and the most appropriate organisation is then identified to provide advice and assistance.

Some promotional work on issues such as benefits take-up and energy efficiency has utilised town centre shops or the Mobile Advice Centre (shared by Councils across Greater Manchester) to offer a highly visible contact point for face to face enquiries and advice.

Web-based information

Although not everyone can access information on the internet, a growing number of people of all age groups and abilities can do so, and increasingly the web is regarded as a primary source of information, due to its flexibility in adding and updating content, linking to other related information, and the convenience of finding things out 24/7/365. Local services such as those provided by the council are expected to be featured and fairly easy to locate on the internet, and the continuing importance of electronic delivery of public services is well established and will only increase due to financial cuts.

There are a growing number of opportunities to report concerns and issues online through Bolton Council's website, and a benefits calculator has proven very popular as a general tool, either for anonymous exploration of potential entitlement or to submit a benefit claim.

Bolton Council's website presents information not only about local authority services, but also health, cultural and voluntary services, and its content and approach has benefited from the involvement of service users. An example is its older people web pages, developed with the Older People Public Information Task Group. These supplement the website's service-based information, news and events, along with other citizen-related sections, for example for young people, business and visitors.

National government web information for customers is brought together through direct.gov.uk. NHS Choices is the recently developed window to the NHS. Some national charity websites, for example First Stop, Counsel and Care and Age UK, are a valuable source of quite detailed specialist information.

Shortcomings of current arrangements

There are many examples of good practice in information and advice provision in Bolton, with some well established joint working between partner organisations. Imaginative use is made of delivery mechanisms and venues - an example is that of organisations working together to promote and administer benefits entitlements. But there is not a co-ordinated, planned approach across all enquiry areas, nor is there commonly shared service or community information for staff or volunteers to refer to or promote and disseminate.

Nevertheless, the solid local networks and the commitment and achievements of local information providers form a sound basis for asking how we can provide **better** information and reach local people with information that is relevant to their changing needs and identify what we need to do, working together, to make our information and advice more comprehensive, timely and efficient.



4. Managing, delivering and promoting information and advice in the future

The national Putting People First milestone for Information and Advice for April 2011 is 'that the public are informed about where they can go to get the best information and advice about their care and support needs'.

The aim is to take the essential steps to achieve this so that we have a well-informed population in Bolton. The council will lead the development of a framework for managing and making information available that will serve people in the borough well for years to come. We need to make these improvements at a time of considerable change in public services, and with reducing resources.

The **co-ordinating role** of the council is an important one, and the aim of this strategy is that as part of its responsibility for delivering Putting People First, the council will play an active role to support a wide range of local information and advice providers and outlets to respond to the enquiries of local citizens.

The three 'dimensions of information and advice' referred to in the introduction are the basis for considering the issues and challenges that face us in bringing about significant improvements in the delivery and co-ordination of information and advice in the future:

- Managing/organising the information and quality control
- Delivery methods
- Increasing awareness and knowledge of where to find information and advice.

Managing/organising the information and quality control

We will develop core 'Bolton' information for all to use. The same core information will be available for citizens and for use by advisers with only the depth of detail to differentiate it. Bolton Council's 'Local Directory' will enable local groups as well as service providers to enter and share details of what they do, and will help to join up and share the information used by Access Bolton, libraries and advice agencies etc. Information will be accessible by **topic**, **neighbourhood** and **provider**.

The full potential of web pages will be used to link the best information from many sources, for example government information (Direct Gov) and voluntary organisations' publications and advice services (Age Concern, CAB). Various ways to access this information will be made available and tailored information for customer groups will be explored.

It is crucial that information and advice supports choice for people with different levels of need. Within this context the particular need for options and choices for people who receive a personal budget for social care support will be accommodated, and co-ordinated. Universal advice and information will be structured in a way that will facilitate the development of new providers and approaches, for example personal assistants and brokers in order to promote choice and control. The organisation and presentation of information will need to develop to include a growing amount of information that will provide a 'shop window' to connect the public and service users with potential providers of support.

Practical arrangements will be established for the gathering, sharing and distribution of information between information and advice services and other frontline enquiry points. All the advantages of web-based electronic systems will be harnessed to do this, but with a built-in recognition that some small community organisations that do not use IT will require paper-based forms to ensure that they are fully involved. Multi-agency training and support will be provided for staff to advise and support people, ensuring the best possible advice is available wherever people seek information, so that **'no door is the wrong door'**.

Standards will be set for clear public information, ensuring quality and consistency for customers. The aim will be for information

providers to work together to identify efficient and low cost solutions to meeting information needs on a wide range of issues.

An editorial or enabling group will be set up to share learning, encourage joint solutions to problems and ensure that the project is sustained across the partner organisations.

Delivery methods

The main data source will be electronic and web based, to store, update, and share local information. Many people will access information online, but other methods will include telephone, e-mail, and face to face enquiries and published materials such as leaflets and information sheets.

Customer groups and citizens will be invited to work with key information and advice providers to identify the most important formats for information on important topics or for groups who may find it harder to access information.

Forms, follow-up information and customer journeys will be explored and good practice identified and procedures reviewed, recognising that for many customers the provision of information may not be a one-off enquiry but a longer and more involved process. Simple information and advice pathways, such as those used in scripts in the best contact centres will be used to ensure consistency, irrespective of provider.

There will be scores of ways in which people can obtain information and advice, as there are now, and we will seek to develop specific arrangements to enable core information and updates/alerts to be shared and promoted across the network of providers and enquiry points.

The same core information, together with procedures for referral and signposting to other sources of help will be made available to staff and volunteers who visit or support individuals, for example district nurses, social workers and housing officers. A key aim of this will be to identify needs and opportunities for signposting to other activities or help, for example home safety checks, home insulation or potential benefits take-up.

Standard monitoring methods will be used to ensure quality like mystery shopping, listening in, floor walking; especially in the early days. Engagement with citizen groups will continue to inform refinement and improvement.

Increasing awareness and knowledge of where to find information and advice

Marketing and promotion of the greater range of local information will take place in the Spring of 2011 to coincide with the national milestone to inform the public.

A key aim of the strategy is to encourage and enable people to find information for **themselves** to support their independence and enhance quality of life. Promoting access generally will be the initial priority in raising awareness.

Promotions and awareness raising will not depend wholly upon publicity or publications, but will maximise the contacts and commitment in the strengthened network of information and advice provision, the engagement of local citizens and groups and community networks in local neighbourhoods.

Innovative ways will be explored to extend these networks to raise awareness amongst citizens, relatives, friends and neighbours, recognising that in the Bolton family there are people in each neighbourhood and community who are champions and volunteers, and that we need to harness their commitment. The market segmentation work being carried out by Access Bolton and the Communications and Marketing Agency will be vital to ensure targeted campaigning and take up e.g. among new recipients of personal budgets.

Within available resources, promotional campaigns will be planned on topics, based on customer needs or the barriers faced by particular customer groups. These will be agreed and scheduled by public agencies to plan ahead and time the promotions precisely and maximise focus and impact.

5. How to make it happen

Access to universal information and advice is a fundamental part of the vision of more personalised and flexible services for local people.

The aim of this strategy is to put in place a co-ordinated but **flexible** framework for information and advice provision that will serve local services and local people well for years to come and be adaptable in uncertain financial times. The proposed arrangements seek to make the most of good practice and specialist expertise, harness the benefits of technology, and identify opportunities for finding efficient and innovative ways of service and citizen collaboration. Whatever changes lie ahead in how services are provided and who provides them, the framework is intended to provide a strong basis for future provision of information and advice in Bolton.

An action plan is presented here. It is proposed that this is refreshed in the Spring/Summer of 2011.

The action plan is organised under four headings or themes:

Theme 1 - Improving our infrastructure and delivery arrangements

Whatever contact point individuals arrive at, whether in person, by telephone or through e-mail, this will offer a way into a common bank of information on local services, activities and support. Equipped with contact details, explanations or informed referral to a more specialist source of help if needed, citizens will be empowered to access services, get involved in activities or explore the options on important issues for themselves or for family members.

Actions under this theme include making sure that the technology we have will support these aims, so that we can maximise and share the information content available, and how we measure the performance and drive improvements in information delivery across a wide range of providers.

Theme 2 - Improving the co-ordination of information and advice

Good information and advice providers all

endeavour to be able to tell people “we know a man who can” if they cannot advise directly, but until now there has not been a major drive to move beyond or build on a piecemeal approach, nor to equip a wider range of enquiry points with information that can help them to signpost people on to the right place for more help. To be fit for the future, to develop provision to respond to changing aspirations, shifts in service provision and technological advances, it will be very important to involve all the right people in this co-ordinated approach to information and advice.

Actions under this theme are concerned with making sure that all information and advice providers and key service providers are involved in the framework for arrangements for co-ordinated universal information and advice so that all their customers can benefit from these arrangements.

Theme 3 - Improving the quality and consistency of information and advice

Information needs to be clear, free of jargon and steer clear of social services terminology, which stigmatises and reinforces dependency and limits control. It needs to be up to date and available in a range of formats to meet people's needs.

Actions under this theme include the exploration of editorial issues, developing quality standards, and establishing reporting requirements.

Theme 4 - Understanding people's information needs and raising awareness of sources of information and advice

As well as local information providers, citizens and service user groups need not only to be engaged in the setting up of new arrangements, but to remain an integral part of ongoing delivery and promotion.

Actions under this heading include research and customer engagement and proactive marketing and targeted approaches to make information useful and relevant to all.

Theme	Actions	When
Theme 1 Improving the infrastructure and delivery arrangements for information and advice	<ul style="list-style-type: none"> • Scope technical and resource requirements for web interfaces to ensure delivery of joined up information resource providing comprehensive service and community information • Map current service delivery, engaging with key information and advice providers • Web front end goes live for improved information resource providing joined up access to service and community information • Review web based service and community information content and functionality to support personalisation, commissioning and market development • Multi-agency training on new arrangements • First six months report on outcomes and experiences (from performance, customer relations and engagement etc) • Assess benefits realisation, including impact on savings/efficiencies • Plan future developments 	<p>September – October 2010</p> <p>August - December 2010</p> <p>January - March 2011</p> <p>January - March 2011</p> <p>April - September 2011</p> <p>October- December 2011</p> <p>January- June 2011</p> <p>October- December 2011</p>

Theme	Actions	When
<p>Theme 2</p> <p>Improving the co-ordination of information and advice</p>	<ul style="list-style-type: none"> • Publication of strategy • Engagement of partners within and outside the council • Self Directed Support pilot teams equipped with enhanced information resources on universal information and community services. Training delivered and regular assessment of effectiveness throughout the pilot • Key information and advice providers involved in framework and plans for arrangements for co-ordinated universal information and advice • Multi-agency consideration of information formats and channels and agree arrangements and plans for supplying, updating and sharing information, customer relations, signposting arrangements etc. • Co-ordinated information and advice service in place • Operational 'joined up' multi-agency group in place 	<p>October 2010</p> <p>September 2010 - March 2011</p> <p>October – December 2010</p> <p>October - December 2010</p> <p>January - March 2011</p> <p>April - September 2011</p> <p>April - September 2011</p>

Theme	Actions	When
Theme 3 Improving the quality and consistency of information and advice	<ul style="list-style-type: none"> • Drawing upon existing community information directories, build comprehensive information bank of services, providers and activities. Agree requirements for updating and quality • Stakeholder engagement on quality standards, multi-agency training needs and expectations • Agree detailed model, processes and co-ordination priorities for joined up information management and delivery • Establish monitoring and reporting requirements 	<p>November – March 2010</p> <p>January - March 2011</p> <p>January - March 2011</p> <p>April - September 2011</p>
Theme 4 Understanding people's information needs and raising awareness of sources of information and advice	<ul style="list-style-type: none"> • Desk-based research of information and advice needs • Scope specific information needs of social care teams in Self Directed Support pilots • Customer engagement on methods of accessing information • Map wider community information outlets, voluntary sector etc • Pro-active marketing and delivery • Customer engagement on new arrangements 	<p>August - September 2010</p> <p>September 2010</p> <p>January - March 2011</p> <p>January - March 2011</p> <p>April - September 2011</p> <p>April - September 2011</p>

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