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| <b>Meeting of East Renfrewshire Health and Social Care Partnership</b>   | Integration Joint Board  |
| <b>Held on</b>   | 27 June 2018   |
| <b>Agenda Item</b>   | 10   |
| <b>Title</b>   | Individual Budgets Self Directed Support Update                            |
| <p><b>Summary</b></p> <p>To provide the Integration Joint Board with an update on progress with our approach to Individual Budgets under Self Directed Support legislation.</p>  |  |
| <b>Presented by</b>  | Lesley Bairden, Head of Finance and Resources<br>(Chief Financial Officer) |
| <p><b>Action Required</b></p> <p>The Integration Joint Board is asked to approve the approach to the calculation and implementation of individual budgets and to agree to a consultation exercise with our key stakeholders.</p>   |  |
| <p><b>Implications checklist – check box if applicable and include detail in report</b></p> <p> <input checked="" type="checkbox"/> Financial      <input type="checkbox"/> Policy      <input type="checkbox"/> Legal      <input type="checkbox"/> Equalities<br/> <input type="checkbox"/> Efficient Government      <input type="checkbox"/> Staffing      <input type="checkbox"/> Property/Capital      <input type="checkbox"/> IT </p> |  |

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**EAST RENFREWSHIRE INTEGRATION JOINT BOARD**

**27 June 2018**

**Report by Chief Financial Officer**

**INDIVIDUAL BUDGETS SELF DIRECTED SUPPORT UPDATE**

**PURPOSE OF REPORT**

1. The purpose of this report is to provide the Integration Joint Board (IJB) with update on progress with our approach to calculating (adult) Individual Budgets under Self Directed Support legislation and associated systems and processes.

**RECOMMENDATION**

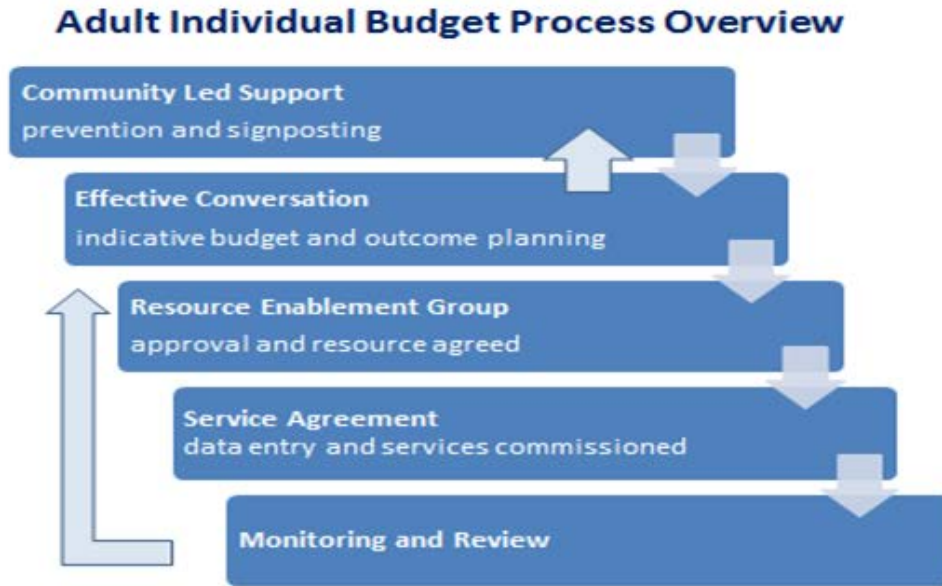
2. The Integration Joint Board is asked to:
  - Approve the approach to the calculation and implementation of individual budgets for adults.
  - Agree to a consultation exercise with key stakeholders.

**BACKGROUND**

3. The IJB will be aware that under the Self Directed Support legislation: The Social Care (Self-directed Support) (Scotland) Act 2013 offers people four options on how their social care is managed:
  - Option 1: The individual or carer chooses and arranges the support and manages the budget as a direct payment.
  - Option 2: The individual chooses the support and the authority or other organisation arranges the chosen support and manages the budget.
  - Option 3: The authority chooses and arranges the support.
  - Option 4: A mixture of options 1, 2 and 3.
4. Within East Renfrewshire our current (adult) method of resource allocation basis is on equivalency. The equivalency model uses an hourly value of care cost as the basis of calculation of the individual budget for a support package. Over 2017/18 we have been reviewing this approach and considering a new method for agreeing and individual budget that fits with our new ways of planning with people and allows more innovation and flexibility to meet their desired outcomes
5. The children's resource allocation model operates on a needs based approach which has been in place 2014 and is operating well. There are no proposed changes to this process; however we will ensure consistency in approach and governance across all services

REPORT

6. The proposed approach is summarised:



7. Community Led Support delivered through our Talking Points will be our first point of contact with signposting people to community assets and through good conversations supporting people to use their own strengths and resources rather than drawing them into statutory services. This preventative approach is a fundamental to support our sustainability and future funding challenges.
8. The good conversation will either signpost people to community assets and / or move towards an outcome focussed plan to meet individual needs. Where the need for social care support is identified then the Individual Budget Calculator will be used.
9. The principle of ‘just enough support’ will underpin all conversations and the individual budget calculator will be used for a modest one off intervention through to a complex care package. This removes the barriers and potential inequity of traditional eligibility criteria and recognises the importance of prevention.
10. The individual budget calculator will allow us to separately identify personal care and the input of carers so will help inform the need for a carers assessment. The calculator methodology looked at a range of care package costs, eliminated outliers and a scoring matrix is built on the basic principles:

|                 |                |
|-----------------|----------------|
| Need            | + £/ Resource  |
| Wellbeing       | + £ / Resource |
| Current Support | - £ / Resource |

11. The individual budget calculator scores the answers to a number of questions (currently 8) as completed by the individual and their worker. This score will inform a banded value (from £X to £Y) that will be used as the indicative value to plan within. We are currently testing the budget calculator against desktop reviews of a number of existing care packages. This will allow us to ensure we have the correct weightings against each section before we roll this out across adult care. We intend to agree our approach with our auditors.

12. Once we have completed the testing and refined the questions and weightings we will produce a methodology statement to aid transparency. We will also produce case studies to illustrate the process and these will be used in further updates to the IJB and in our consultation.
13. An outcome focussed plan will be developed with the individual, their support and the social work professional. The costing of the plan will be supported by a Finance Support Officer. The actual value of the proposed care plan will determine whether there is local delegation or whether the proposed plan will be taken to the Resource Enablement Group (REG) for approval.
14. Once the actual cost of the proposed plan is confirmed then a % will be deducted and the net value will be the HSCP contribution towards the individuals care costs. This % reduction approach is equitable and moves away from traditional and sometimes multiple charges which will not sit alongside an outcome based plan. The actual % to be deducted is still being modelled and will be subject to approval as part of the HSCP overall charging policy.
15. Finance Support Officers will undertake financial assessment to assess the affordability of the individual's contribution towards their support costs and will continue to work closely with the Money advice and Rights Team to ensure income maximisation.
16. The REG will comprise a panel of peers and the purpose will be to challenge, advise revise (+ and -) approve the service plan. The Finance Support Officer will also attend so that any changes can be made in real time. The membership of the REG is to be agreed and the REG will be facilitated by business support.
17. We will introduce a process for emergency placements that need to be made outside the REG weekly cycle.
18. An inflator process will allow a support package to be increased for a defined time period where additional support may be required.
19. Following approval all service plans, including delegated decisions, will be centrally entered into Care Finance which will improve accuracy and efficiency, allowing support to be put in place / purchased on a timely basis.
20. Monitoring and review of the support plan will commence thereafter. In addition to the professional social work review we will have a more joined up approach to contract and financial monitoring. We are developing work flow prompts to ensure all review actions are streamlined. All service plan reviews will go through the REG.
21. We will also use the REG decisions and monitoring information to inform future planning for the provider market, for the third sector and for our own services.
22. We are reviewing and revising all procedures and looking at systems solutions to implement this as seamlessly as possible.
23. Some of the timing of this work is also dependant on having the management layer of our staffing structure in place and a training plan is being developed.
24. We aim to implement the new approach in December and we are looking at a timetable and resource implications for the review of existing service plans. We will have a governance protocol to ensure that if any support plan reduces significantly following review then this will be managed over a period of time on a phased basis.

25. The timeline we are working to is:

| Task   | Timescale           |
|--|---------------------|
| Continued testing and refinement of calculator | June / July         |
| Develop Case studies                           | July / August       |
| Consultation and Communication Strategy        | August              |
| Training, establishing REG and facilitation    | September / October |
| Charging Policy to ERC Cabinet                 | November            |
| Implementation commences                       | December            |

## FINANCE AND EFFICIENCY

26. There are no specific savings targets attached to the implementation of this model; however this approach should allow us to deliver care packages that meet the outcomes of those individuals we support in a creative and innovative way. The principle of “just enough support” should ensure that we provide the level of support needed and do not over provide.
27. This approach is part of a whole system change and sits alongside our review of our staffing structure and the Community Led Support way of working.
28. The alignment of task to skills should improve efficiency and allow professional time to be best utilised.

## CONSULTATION AND PARTNERSHIP WORKING

29. The Head of Finance and Resources has undertaken a series of meetings with the SDS and Carers Forum, with our own staff and with a representative service provider. The feedback has been very positive.
30. A formal consultation exercise will be undertaken over the coming months. We aim to complete this with key stakeholders once we have further developed the calculator and case studies.
31. The proposed approach to charging will be reflected in our revised Charging Policy which will be taken to East Renfrewshire Council Cabinet meeting in November as the responsibility for setting charges remains with the Council under the integration legislation.

## IMPLICATIONS OF THE PROPOSALS

### Risk

32. There are potential risks in relation to this change in approach, including:
- Challenge of approach or calculation or timing of review
  - Staff structure in place for REG and support
  - Changes in legislation – future impacts
  - Developing IT systems and governance processes to allow flexibility to manage outcome based service plans
  - Gaps in the market for demand for different service provision

Policy

33. There are no implications in relation to policy, staffing, legal, property/capital, or IT.
34. We recognise there is a potential equality implication and as testing progresses we will review the need for any equality impact assessments and ensure close working with the Council's Money Advice and Rights Team.

**CONCLUSIONS**

35. The proposed approach will allow us to utilise our skills and resources to provide a robust and transparent approach to calculating individual budgets.
36. The focus of the support plans will be on achieving the outcomes of the individual. This will move us away from the historic task and time approach.
37. Every support plan will be approached on the same basis ensuring equity no matter the individual circumstances.
38. We will optimise our professional staff time maximising the time spent with the individual.
39. We will support the process in a more efficient way.

**RECOMMENDATIONS**

40. The Integration Joint Board is asked to:
  - Approve the approach to the calculation and implementation of individual budgets.
  - Agree to a consultation exercise with key stakeholders.

**REPORT AUTHOR AND PERSON TO CONTACT**

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27 June 2018

Chief Officer, HSCP: Julie Murray

**BACKGROUND PAPERS**

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