

EAST RENFREWSHIRE COUNCILAUDIT AND SCRUTINY COMMITTEE24 June 2021Report by ClerkNATIONAL EXTERNAL AUDIT REPORT - SELF-DIRECTED SUPPORT (SDS)
2017 PROGRESS REPORT - IMPACT REPORT - UPDATE ON FUTURE SDS
DEVELOPMENT ACTIVITY**PURPOSE OF REPORT**

1. To provide an update on issues relating to the Audit Scotland report *Self-Directed (SDS) Support 2017 Progress Report - Impact Report*, specifically an update on future SDS development activity as requested by the Audit and Scrutiny Committee in September 2020.

RECOMMENDATION

2. It is recommended that the Committee considers the report.

BACKGROUND

3. A copy of the report [Self Directed Support \(SDS\) 2017 Progress Report - Impact Report](#), which was published by Audit Scotland in December 2019, was circulated to all Audit and Scrutiny Committee Members shortly after it was published. In keeping with usual practice, the Chief Officer, Health and Social Care Partnership provided comments on the Audit Scotland report, which had also been prepared for submission to the East Renfrewshire Integration Joint Board Performance and Audit Committee. Those comments were submitted to the Committee on 24 September 2020 ([Item 11 - Report on SDS](#)). At that time, under the Committee's specialisation arrangements, Councillor Miller and Councillor Gilbert led the review of the report.

4. The feedback on the report referred to the key themes contained within the 2019 Audit Scotland Impact Report; outlined East Renfrewshire HSCP's current SDS implementation position; and advised of planned self-evaluation activity which would inform the future programme of development. The key messages and recommendations of the 2017 report were detailed and it was reported that a thematic inspection of SDS in 2019, undertaken by the Care Inspectorate, noted similar themes and key recommendations which included concerns about inconsistency across the 32 HSPCs in Scotland. An update on the local actions identified in 2017 was provided and it was reported that overall good progress had been made. However, it was also recognised that further work was required to embed the changes which had already been made; to further refine and analyse data; and review and reflect on the use of SDS during the pandemic in order to inform future development activity.

5. In September 2020, the committee noted the feedback provided and agreed, in keeping with what had also been agreed by the IJB Performance and Audit Committee, that following local self-evaluation activity, an update on future SDS development activity, should be submitted to this committee. A copy of feedback on this issue is now attached (Appendix A refers).

RECOMMENDATION

6. It is recommended that the Committee considers the report.

Local Government Access to Information Act 1985

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Background Papers:-

1. Audit Scotland Report – *Self-Directed Support 2017 Progress Report - Impact Report* and Related Report Submitted to Committee on 24 September 2020.



Meeting of East Renfrewshire Health and Social Care Partnership	Performance and Audit Committee
Held on	23 June 2021
Agenda Item	9
Title	Self-Directed Support
<p>Summary</p> <p>To provide members of Performance and Audit Committee with an update on progress in relation to the implementation of Self-Directed Support (SDS) within East Renfrewshire Health and Social Care Partnership</p>	
Presented by	Lee McLaughlin, Head of Recovery and Intensive Services
<p>Action Required</p> <p>The Performance and Audit Committee are asked to note and comment on the report.</p>	

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EAST RENFREWSHIRE HEALTH AND SOCIAL CARE PARTNERSHIP

PERFORMANCE AND AUDIT COMMITTEE

23 June 2021

Report by Chief Officer

Self-Directed Support

PURPOSE OF REPORT

1. To update Performance and Audit Committee on progress in relation to the implementation of Self-Directed Support (SDS) within East Renfrewshire Health and Social Care Partnership.

RECOMMENDATION

2. The Performance and Audit Committee is asked to note and comment on the report.

BACKGROUND

3. The Social Care (Self-Directed Support) (Scotland) Act 2014 is a key piece of legislation and was enacted as part of the ten year National Self-Directed Support Strategy. The purpose of this legislation was to drive transformation in terms of shifting the balance of power from services to individuals who use them and to provide greater choice, control and creativity to individuals and families in terms of meeting their agreed personal outcomes.
4. Members may recall the paper presented to Performance and Audit Committee in September 2020 which provided an overview of the 2019 Audit Scotland Impact Report on Self-Directed support along with an update on the HSCP's local action implementation.
5. Between November 2020 and March 2020, The East Renfrewshire SDS Forum and East Renfrewshire Carers Centre were commissioned by East Renfrewshire HSCP to sense check local SDS implementation, policy, practice and guidance. They completed this by holding focus groups for people who use our services and their unpaid carers and by facilitation focus groups for frontline practitioners and managers.
6. The values underpinning this review was to model a collaborative person centred approach and to focus on the following key themes in order to inform our local implementation and improvement plan:
 - What is working well?
 - What requires to improve?
 - Gaps in practice or process
 - Resources and Resource Allocation

7. Alongside this review, Head of Service and Locality Manager attended Breaking Down Barriers training delivered by SDS Forum to hear first-hand the experience of local residents of using Self-Directed Support. We heard many areas of good practice, grounded in relationship and human rights based practice. We also heard feedback about HSCP processes and practice which could be improved. These reflected the key areas for improvement highlighted by the review.

REPORT

What is working well?

8. East Renfrewshire HSCP have implemented Self Directed Support in line with the principles and values of The Social Care (Self Directed Support) (Scotland) Act 2013. The review noted many examples of creative, personalised practice where SDS had made a positive difference to the lives of individuals and families.
9. The review recognised that Self-Directed Support is used creatively in East Renfrewshire and there are very good examples of this. Budgets are fair and give people opportunity and choice when managing their support. All Social Workers that contributed commented on the success of the REG and RAG systems although would like to see the coaching/mentoring element to return to this forum.
10. The review noted the benefits of an Independent SDS Forum and Carers Centre locally and it was clear the current relationships were positive and partnership working is valued. The general public are well informed and know how to access services within East Renfrewshire. Social Workers are positive about the model of SDS and would like to ensure it continues to improve. The adult budget calculator assessment tool is good and is easy to use.
11. The Independent Review of Adult Social Care reflects much of the practice and aspiration in terms of a relationship and human rights based approach to adult social work and social care.
12. East Renfrewshire Talking Points have been recognised both locally and nationally as a model of good practice in terms of building capacity in communities and providing natural supports as part of our early intervention and prevention approach. The aim is to continue to develop this model as we move towards recovery from Covid-19, reflecting the vision in our Strategic Plan and the recommendations in the Independent Review of Social Care.

What could be improved?

13. Individuals, unpaid carers and practitioners described a “lengthy and complex” assessment and support plan approval process highlighting the need to streamline the process and for independent advice/brokerage services to support individuals throughout the support planning phase.
14. Social Workers explained that the focus on sustainability and budget pressures often presents as a barrier to personalised, creative support planning. Feedback showed that worker and manager confidence varies across the HSCP due to varied interpretations of the SDS policies and guidance. A more streamlined approach was suggested with messages to practitioners/managers reinforced to give them permission to think differently transferring the balance of power from professionals to individuals and families where possible.

Process/practice gaps

15. Practitioners and managers identified a gap with respect to training, specifically in relation to SDS legislative duties, creative support planning and sharing good practice.
16. Information and practitioner guidance could be streamlined and improved and practice and processes for SDS Option 2 require to be reviewed and strengthened to inform practice.
17. We noted the increased demand for independent advice, brokerage and support with option 1 over the last year with 50% of all referrals to East Renfrewshire SDS Forum from children, young people and families. The HSCP has increased short term funding support to SDS Forum until March 2022 to meet this increased demand.

Resources/resource allocation

18. The review noted some frustrations from practitioners when supporting carers/recipients to look at how they can use their budget creatively. More flexibility and choice when looking at supports within the home and as an alternative to a care home are key areas where increased flexibility and creativity could make a difference.
19. Frontline Practitioners have undoubtedly been affected by the working from home and the missed opportunities for informal coaching/challenge/inspiration from colleagues and as such require support and permission to support creativity and flexibility. Sharing personal stories and more examples of how to be more creative has been highlighted by practitioners as the best solution to support improvement in this area.
20. Further testing and review of the Individual Budget Calculator are required although early indicators are that the model is working well for both individuals and practitioners.
21. We have signalled for some time the conflict between short to medium term decisions required to achieve savings and the longer term preventative strategy achieved through early intervention. The 2020/21 savings we could not deliver due to pandemic included significant savings to come from the individual budget calculator being revised to tighten the prioritisation/eligibility criteria and implement the individual contribution mechanism. The additional savings challenge in 2021/22 has exacerbated this. We also recognise that the implementation of these changes may conflict with the recommendations contained within the Independent Review of Adult Social Care, so the timing of any local decisions will need to be balanced with the risk of implementing change that may require subsequent reversal.
22. We also need to consider how we resource capacity to ensure we deliver the recommendations in this report; either through re-alignment of existing staff or should we require additionality this will need to be funded and we will need to demonstrate a clear business case and identify a funding source, potentially on an invest to save basis.

CONCLUSION

23. The East Renfrewshire SDS Forum and East Renfrewshire Carers Centre have worked in partnership with East Renfrewshire HSCP to sense check local SDS implementation, policy,

practice and guidance. The review highlighted many areas of good practice alongside areas where our processes/systems could be improved to improve practice and the user experience. Common themes were evident as well as responsive positive solutions. Some gaps in the implementation of SDS still exist locally although there is a strong value base and willingness to streamline systems to work from.

24. Person centred and relationship practice is the foundation to social work practice and Self-Directed Support. There are clear opportunities to build on our strengths locally and drive forward improvements in processes and practice.
25. In the spirit of collaboration and partnership working, a SDS steering group has been established to oversee our implementation programme locally. The group will be co-chaired by Head of Service and SDS Forum Manager and the membership will include people with lived experience of using Self-Directed Support, practitioners, managers and finance officers.
26. The group will collaborate to agree and oversee a local implementation plan highlighting key priorities, achievements and risk to Directorate Management Team, Performance and Audit Committee and Integration Joint Board as required.

RECOMMENDATIONS

27. The Performance and Audit Committee are asked to:
 - Note the update with respect to SDS implementation in East Renfrewshire
 - Note the establishment of the SDS Steering Group
 - Note the intention to update Integration Joint Board and Performance and Audit Committee moving forward.

REPORT AUTHOR AND PERSON TO CONTACT

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June 2021

Chief Officer, IJB: Julie Murray

BACKGROUND PAPERS

PAC PAPER 23.09.2020: Self-Directed Support: 2017 Progress Report Impact Report published by Audit Scotland in December 2019

https://www.eastrenfrewshire.gov.uk/media/3485/Performance-and-Audit-Committee-Item-08-23-September-2020/pdf/Performance_and_Audit_Committee_Item_08_-_23_September_2020.pdf?m=637360286464100000

Outside the Box Community Solutions – Finding the Right Support

https://otbds.org/wp-content/uploads/2021/05/Finding_the_right_support.pdf