

 <p>h&f the low tax borough</p>	<p>London Borough of Hammersmith & Fulham</p> <p>HOUSING HEALTH & ADULT SOCIAL CARE SELECT COMMITTEE</p> <p>2 April 2014</p>
<p>TITLE OF REPORT Self-Directed Support Progress Update</p>	
<p>Report of the Executive Director, Tri-borough Adult Social Care</p>	
<p>Open Report</p>	
<p>Classification - For Scrutiny Review & Comment</p>	
<p>Key Decision: No</p>	
<p>Wards Affected: All</p>	
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1. EXECUTIVE SUMMARY

- 1.1 This report provides a progress update on Self-Directed Support, including:
- a) The review of Direct Payments (DPs), initiated last year as part of the closure plan for the DP Support Service provided by HAFAD.
 - b) The Tri-Borough Personalisation Project, currently in progress, through which an improved operating system for DPs is being developed across the three authorities.
 - c) Arrangements for DP support in H&F in 2014/15.
 - d) Changes to the commissioning of day services in H&F, linked to the personalisation agenda.

2. RECOMMENDATIONS

- 2.1. The report asks that the Scrutiny Committee review and comment on the contents of the report.

3. INTRODUCTION AND BACKGROUND

- 3.1 Scrutiny Committee has been receiving regular updates on SDS since January 2013, at which time the HAFAD DP Support Service was preparing to close, following a Council procurement exercise in 2012.
- 3.2 The initial report to the Committee explained that:
- a) all existing H&F DP cases would be reviewed during 2013/14, as part of the plan for the HAFAD service closure;
 - b) in the medium term, the three Councils intended to move to an 'in-house' model for SDS, with ASC staff providing the advice and help needed to set up and manage a DP, rather than continuing to purchase DP support services externally.

4. PROGRESS UPDATE

DP Review

- 4.1 The H&F DP review began in early 2013 and encompassed all customers in receipt of a DP at the time – 386 in total, including the 350 individuals identified by HAFAD as using their service. Using an initial screening questionnaire and information from the quarterly financial monitoring process, 128 customers were identified as requiring support with their DP. Key findings from this first phase of the review were as follows:
- Almost 100 people using their DP to employ a carer had arrangements that did not meet basic legal/ good practice requirements.
 - HAFAD's original projection that just over 200 people would require a significant level of ongoing support to manage their DP was not substantiated. Evidence shows that most people can manage with fairly minimal assistance, once provided with the basic information and advice they need. In the case of employment-related questions, advice can often be obtained for free of charge from the payroll provider.
 - Some people (43 in total) did express initial concern about how they would manage without HAFAD, in most cases relating to completion of the financial monitoring return. This form will no longer be used once the pre-loaded cards are in use and in the meantime, assistance is available from ASC staff.
- 4.2 By the end of September 2013, the review team had worked with almost two thirds of those identified as needing help and successfully resolved their issues. Over the past six months, the team has continued to work with the remaining cases whilst also providing an interim support service to customers wanting to take up a DP or needing help to manage their existing arrangements. The team has been dealing with an average of six to eight phone enquiries per day, also responding to frequent DP-related queries from ASC staff, attending joint visits and meetings where necessary. This important function of the review team will continue after the team disbands – see paragraph 4.6 and Appendix 1 for further details.

- 4.3 The other major function of the team has been in carrying out care reviews for DP customers. A target was set to complete around 200 reviews by 31 March but progress has been slower than anticipated due to a gap in staffing, leaving 40-50 to be completed during April/ May.
- 4.4 The review team's work as a whole has played an important role in generating savings with total of around £70k projected by 31 March 2013. This has been achieved by recouping excess balances from DP accounts and suspending DPs where the money was being mismanaged or misused. Although some of these suspensions resulted in a Council-commissioned service being put in place (and therefore did not contribute to the savings total), in more cases the person concerned was no longer eligible for ASC support.

Development of the new operating model for SDS

- 4.5 Development of the new model, which will be shared across the three councils, is being taken forward through the Tri-Borough Personalisation Project. An update on this project is given in Appendix 1.

DP support arrangements for H&F customers in 2014/15

- 4.6 Appendix 1 also gives details of the evolving arrangements for supporting H&F customers to take up and manage a DP. During 2013/14, this function was delivered through the H&F DP review team, as part of its overall work programme. For the new financial year, new arrangements are being put in place that will ensure continuity of service for customers and facilitate further essential development work in relation to DPs, with a particular emphasis on continuing to raise the skills and confidence of operational staff in this area. Please see section 4 of Appendix 1 for further details.

Developments in the commissioning of day services

- 4.7 With the principles of personalisation now becoming firmly embedded in adult social care, there is no place for a 'one size fits all' approach to service provision; instead the emphasis is on meeting the needs of individual customers in the most flexible and responsive way possible. To promote and facilitate this change, there have been big changes in the way that councils commission adult social care services and in particular, a move away from traditional block contracts in favour of an approach based on personal budgets (PBs). This transition presents some major challenges. Specifically, ASC commissioners need to ensure that suitable services are available in the marketplace to meet identified needs and remain viable, while at the same time retaining a high level of flexibility in relation to how ASC funding is spent, rather than tying it up in long term commitments, so that customers are free to move around the marketplace as they wish.

- 4.8 In relation to voluntary sector day services, the approach we are developing in Tri-Borough is to replace block contracts with more flexible spot purchasing arrangements based on PBs. These arrangements are designed in a way that offers a good level of stability and security for providers, so long as their service remains attractive to customers. ASC commissioners are working closely with the relevant voluntary sector providers to ensure they are prepared for this change and able to respond effectively to the challenges it brings.

What this means in practice for day services in H&F.

- 4.9 Local day service providers for older people have had their contractual arrangements extended until April 2015. The services affected are Nubian Life, Shanti and Elgin Close. Commissioners are using the extension period to ensure a smooth transition to the new spot purchasing arrangements, which will involve day care places being purchased either by individual customers, using a DP, or by the council. The latter would be appropriate for customers who lack mental capacity, and therefore cannot consent to a DP, as well as for those who do not want to accept a DP and for people with a history of debt.
- 4.10 Customers accepting a DP will sign up to three month agreements with day service, similar to a gym membership, making things simpler for the council, provider and customer - rather than dealing with daily or weekly payments. This approach also supports the sustainability of local organisations. This approach was piloted in Westminster and has been running for several years with one day service that is totally funded by direct payments. In terms of money management, customers will have the option of a Managed DP, self-management or management with the help of a third party (see Appendix 1 for further details of these options).
- 4.11 To support the above changes, it is planned to establish an Approved List of day services across Tri-Borough – essentially a list of organisations who provide day services and have been quality checked through an advertised formal competition process. The list will be refreshed regularly to enable new organisations to join, so creating more choice for customers over time. A full report will be going to Cabinet in Spring 2014 detailing this plan.
- 4.12 A forum of older people's day service organisations has been meeting regularly with Adult Social Care commissioners to discuss the above as well as processes, business approaches, being more innovative and sharing good practice.
- 4.13 Once the above approaches have been piloted and updated as required, elements of this approach can then be widened out to other day services care groups.

5. CONSULTATION

- 5.1 In managing the transition following the HAFAD closure, officers worked closely in consultation with HAFAD, and have discussed issues and arrangements with the existing DP user group, both in relation to the review and the new service model. Further communication will take place as this takes shape.

6. EQUALITY IMPLICATIONS – N/A

7. LEGAL IMPLICATIONS – N/A

8. FINANCIAL AND RESOURCES IMPLICATIONS

- 8.1 The cost of the in-house DP support and development arrangements for H&F customers in 2014/15, described in Appendix 1, will be approximately £95,000. This will be met through the existing funding allocation.

As noted above, the activities of the DP review team in 2013/14 generated savings of around £70k (see paragraph 4.4). Further savings are expected as a result of DP reviews in 2014/15.

9. RISK MANAGEMENT

- 9.1. As was noted in the January report to Scrutiny, the transition process from the HAFAD service to new arrangements presented a risk to existing service users. Through good joint working between council officers and HAFAD, effective planning and a clear governance structure, these risks were successfully managed and there has been no significant negative impact. The work of the review team over the past year has particularly helped to reduce risk for DP recipients whose arrangements were not properly set up. The arrangements for 2014/15 will ensure good continuity of service and a smooth handover.

10. PROCUREMENT ISSUES – N/A

11. CONCLUSION

- 11.1 Good progress is being made in relation to all four areas covered in this report. The development of a Tri-Borough operating model for SDS is expected to have major benefits, both in terms of efficiency and in making DPs a positive, effective and manageable option for more people. The timing of the DP review, in tandem with the Tri-Borough Personalisation Project, was particularly helpful as the findings have helped to inform and shape the new system.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
	None		

LIST OF APPENDICES:

1. Update on Tri-Borough Personalisation Project