

Report

Report to:	Social Work Resources Committee
Date of Meeting:	27 September 2023
Report by:	Director, Health and Social Care Executive Director (Finance and Corporate Resources)

Subject:	Strengthening Arrangements for Self-Directed Support
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ to seek approval to delete the existing post of Operations Manager and convert to a full time Fieldwork Manager.

2. Recommendation(s)

2.1. The Committee is asked to approve the following recommendation(s):-

- (1) that the content of the report be noted; and
- (2) that Committee approves the change to establishment outlined at 5.1.

3. Background

- 3.1. Self-Directed Support (SDS) aims to improve the lives of people with social care needs by empowering them to be equal partners in decisions about their care and support. Four fundamental principles of SDS are built into the Social Care (Self-directed Support) (Scotland) Act 2013: participation and dignity, involvement, informed choice and collaboration. This means social care should be provided in a way that gives people choice and control over their own lives and which respects and promotes their human rights.
- 3.2. The Act and its recently updated Guidance (November 2022) tells local authorities what they must do to give access to SDS in a way that supports people's rights to choice, dignity and being able to take part in the life of their communities, namely:
- 3.2.1. Treat supported people with dignity and respect at all times, including when they first assess someone for support.
 - 3.2.2. Offer the four SDS options and explain what each of them mean in a balanced and impartial way, and how they would work for the supported person's unique circumstances.
 - 3.2.3. Make sure that supported people have a say in planning what their support looks like and that they have as much involvement as they want in decisions about their support.
 - 3.2.4. Make sure that supported people have enough information to understand what is available and to make the choices which are right for them. This should include information about where to find independent support to help them choose.

- 3.2.5. Make sure that supported people have opportunities to challenge and ask questions about any aspect of their support and are given enough time to understand and participate in decisions about their support, particularly when it is being stopped or changed.
- 3.3. There are four main options or ways of directing support. When making these choices, a supported person can choose to have lots of direct control over their care and support, or choose to leave most of the decisions and work to the local authority, or choose a mix of these:
- 3.3.1. Option 1 – the supported person receives a direct payment. The local authority will decide how much money they will give to the supported person towards their support. The supported person receives this money and uses it to arrange their own support, which can include employing staff and/or buying goods and services. The supported person has full choice and control and also has the most responsibility for arranging support, which may include employer responsibilities.
- 3.3.2. Option 2 – the supported person decides on the support they want, and support is arranged on their behalf. The local authority will decide how much money they will give to the supported person towards their support. The supported person can use the money to choose goods and services, for example from a registered support provider, and then the support is arranged on their behalf. This can be arranged by the local authority or a third party (such as a support provider) managing the money on behalf of the supported person. This way, the supported person has full choice and control over how their support is arranged but does not have to manage the money.
- 3.3.3. Option 3 – after discussion with the supported person, the local authority decides and arranges support. The local authority will decide how much money can be spent. The supported person asks the local authority to choose and arrange the support that it thinks is right for them. With this choice the supported person is not responsible for arranging support and has less direct choice and control over how support is arranged.
- 3.3.4. Option 4 – the supported person uses a mixture of ways to arrange their care and support. Some people will want to have direct control of how some parts of their support is arranged but not other parts. Option 4 lets the supported person pick the parts they want to have direct control over and what parts they want to leave to the local authority.
- 3.5. The diagram overleaf illustrates the key stages in a person's pathway to accessing SDS. The assessment of eligible needs and the identification of resources are all part of the same process, which starts with the good conversation and ends in a budgeted support plan and the offer of the four SDS options.



- 3.6. SDS is one of the areas captured within the national Local Government Benchmarking Framework (LGBF) published by the Improvement Service, specifically:
- Self-Directed Support (Direct payments and managed personalised budgets) spend on adults 18+ as a percentage of total social work spend on adults 18+
- 3.7. Since 2010-11, the proportion of total social work spend in South Lanarkshire allocated via option 1 and option 2 has grown steadily from 1.77% to 3.98%. It was recognised that many of our care at home recipients did not go through the same SDS process and did not exercise choice.
- 3.8. As reported in the 2022 LGBF results, South Lanarkshire Council was “ranked” 24 in Scotland in respect of the indicator above; and that the benchmark set within the LGBF is for 8.16% total social work spend to be allocated to options 1 and 2.
- 3.9. Several key developments have been introduced to strengthen our approach to SDS in South Lanarkshire, including introduction of the revised Living the Life You Choose assessment; and commencing a review of SDS public information provision.
- 3.10. Previous reports to Committee established a review team concentrating on SDS activity and also supporting locality teams to target the substantial level of reviews that were necessary to comply with the Council’s statutory duties.
- 3.11. Committee has also previously approved changes to the establishment of the Community Addiction and Recovery Service (CAREs) which resulted in a post of Operations Manager being transferred to the SDS Team.
- 3.12. The current team structure includes a 0.5 wte Fieldwork Manager post and a full time Operations Manager. A revision to the structure would provide for greater consistency and equity in roles and responsibilities.

4. Proposals

- 4.1. The proposal is to delete the post of Operations Manager and convert to a full-time Fieldwork Manager.
- 4.2. This proposal will ensure that the structure is consistent with other fieldwork services in localities and provide a net saving overall.

5. Employee Implications

- 5.1. The proposed changes will result in a net reduction of 0.5 wte with a recurring saving overall.

Post	Current	Proposed	Grade	SCP Range	Hourly Rate	Annual Salary	Gross Cost inc on costs 31.55%	Total Costs
Fieldwork Manager	0.5	1	G5 L1	96-97	£31.25	£57,028	£74,308	£39,277
					- £31.73	- £57,904	- £75,449	- £39,880
Operations Manager	1	0	G4 L2	82-83	£25.37	£46,298	£60,326	(£60,326
					- £25.77	- £47,028	- £61,277	- £61,277)
Total	1.5	1						(£21,049 - £21,397

6. Financial Implications

- 6.1. The cost of the staffing proposals can be met within existing allocations and will deliver a net saving overall.

7. Climate Change, Sustainability and Environmental Implications

- 7.1. There are no implications for Climate Change, sustainability or the environment in terms of the information contained in this report.

8. Other Implications

- 8.1. The proposals contained in this report will contribute to the mitigation of a number of risks within the Social Work Resources Risk Register, notably:
- ◆ lack of capacity and skills to provide and meet increased service demands (very high)
 - ◆ the Council fails to meet statutory and legislative duties in respect of Self direct Support (SDS)
 - ◆ the Council does not fully deliver the strategic outcomes of the IJB as outlined in their Strategic Commissioning Plan (very high)
- 8.2. Risk mitigation of the above would be supported here by the further provision of career progression opportunities and a more appropriate infrastructure to support frontline staff.

8.3. There are no other issues associated with this report.

9. Equality Impact Assessment and Consultation Arrangements

9.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and, therefore, no impact assessment is required.

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Director, Health and Social Care

Paul Manning
Executive Director (Finance and Corporate Resources)

27 August 2023

Link(s) to Council Values/Priorities/Outcomes

- ◆ Focused on people and their needs
- ◆ Ambitious, self-aware and improving
- ◆ We will work to put people first and reduce inequality
- ◆ We will work to recover, progress and improve
- ◆ Caring, connected, sustainable communities
- ◆ People live the healthiest lives possible

Previous References

- ◆ none

List of Background Papers

- ◆ none

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-

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