

# Self Directed Support

## Fife's Self Directed Support (SDS) Strategy Final Revised Draft

### 1.0 Introduction

- 1.1** This document sets out the key elements of Fife Council's SDS Strategy, including current priorities and how these should be taken forward in the coming years to meet our aims, new statutory duties and vision for SDS in Fife. This Strategy has been based on the practical experience of testing SDS over the last two years, the learning gained from this and the feedback from a range of stakeholders. The Strategy, its Action Plan (Appendix 1) and an internal operational priorities plan for Fife Council provides a working framework for continuing to move forward with SDS.
- 1.2** As agreed by Fife's SDS Board in 2011, Self Directed Support means starting with the individual as a person and considering their strengths, needs and preferences.
- It is also about recognising that the individual is best placed to know what they need and how those needs can be best met.
- Self Directed Support recognises that with the right support, advice and information people can make their own decisions about what they require to meet their needs and to achieve their goals.
- 1.3** Whilst the implementation of SDS involves wide ranging action, major service redesign and significant culture change, the aim of this strategy is to be as concise and practical as possible with the individual SDS journey and improved personal outcomes at its heart. As the development of SDS in Fife will be a continuing learning curve for all involved, regular review and evaluation will be integral to the Strategy and Action Plan.
- 1.4** SDS in Fife will be driven by the principle of increasing personal choice and control for those receiving social care support. The roll out of SDS in Fife is not a cost cutting exercise and any service changes arising from the roll out of SDS will be as a result of individuals making personal choices about the way they wish to receive their support. Under SDS, individuals' indicative budgets will follow the person as they make their choices.

### 2.0 Vision and Goals

- 2.1** As the Scottish Government's national 10-year SDS strategy suggests, implementing SDS is not a short term programme of work. It is one which involves long-term culture change, service redesign and collaborative working. Our five year vision for Fife is that any new or existing service user eligible for SDS, would follow a streamlined and co-

ordinated pathway through the SDS process which offers choice and control; assists them identify and achieve their personal goals and improves their quality of life.

- 2.2** Our goals in Fife are that by April 2014 staff will be ready to assist new service users to participate in the SDS customer journey process at point of access. By 2018 all existing service users of Fife Council's social work service will have had their service reviewed by way of the SDS customer journey process. Social work staff will be trained, confident and competent in person centred, outcome focussed work which is at the core of SDS. This will be done through rolling out the SDS Training Strategy including identifying and supporting SDS 'Champions' in each operational team.

### 3.0 SDS Nationally

- 3.1** The first National Strategy for Self-directed Support was published in 2010. Together with an implementation plan, this strategy is being implemented over a ten year period. Following a number of consultations, the Scottish Government drafted legislation to assist the implementation of the national strategy. The Social Care (Self-Directed Support) (Scotland) Bill completed its final third stage in the Scottish Parliament in November 2012. On 10<sup>th</sup> January 2013 the SDS Bill became the **Social Care (Self-directed Support) (Scotland) Act 2013**. The minister for Public Health has now agreed a date of 1<sup>st</sup> April 2014 as the target commencement date. The commencement date is when all the powers and duties in the Act come into force.
- 3.2** To increase choice and control, the Act sets out four SDS options to be offered to individuals eligible for social care :
- **Option 1**, the local authority makes a direct payment to the supported person for them to arrange their support (this can include the purchase of support);
  - **Option 2**, the supported person chooses their support and the local authority makes arrangements for the support on the person's behalf;
  - **Option 3**, the local authority selects the appropriate support and arranges support on behalf of the supported person; and
  - **Option 4**, a mix of options 1, 2 and 3 for specific aspects of a person's support.

For those who will have their service reviewed through the SDS pathway , there is no obligation to change the support they receive if after considering the four SDS options outlined above they are happy with their existing support.

- 3.3** The Social Care (Self-directed Support) (Scotland) Act 2013 places a duty on Local Authorities to offer the above four SDS options to:
- All children, and/or their family, where a local authority decides to provide services under section 22 of the Children (Scotland) Act 1995
  - All adults eligible for social care who have been assessed under section 12A of the 1968 Act as needing a service, unless that adult is ineligible for direct payments.
- 3.4** The National SDS Strategy highlights the following values which should underpin all aspects of SDS:
- **Respect** - everyone is treated with respect
  - **Fairness** - everyone at an individual level is provided with unbiased information about the choices available to them.

- **Independence** -everyone is supported to maximise their aspirations and potential with a focus on re-ablement.
- **Freedom** - everyone is supported to participate freely in all aspects of society, in the same way as other citizens.
- **Safety** - everyone is supported to feel safe and secure in all aspects of life, including health and wellbeing; to enjoy safety but not be over-protected; and to be free from exploitation and harm.

**3.5** It is anticipated the regulations and guidance to accompany the Act will be finalised and issued to local authorities by the Scottish Government by December 2013. Beyond the statutory guidance, there are plans to issue best practice guidance and a national statement on the values and principles of care and support. As part of an ongoing review process, this local strategy will be developed and informed by the national guidance and statements.

**3.6** Implications of the new legislation will include the need for :

- changing cultures e.g. move away from professional needs-based assessment to person-centred outcomes focussed assessment and support for all ages.
- new financial, legal and commissioning systems and procedures.
- developing accessible, independent and consistent information on SDS.
- strengthened partnership working with all stakeholders.

## 4.0 SDS in Fife

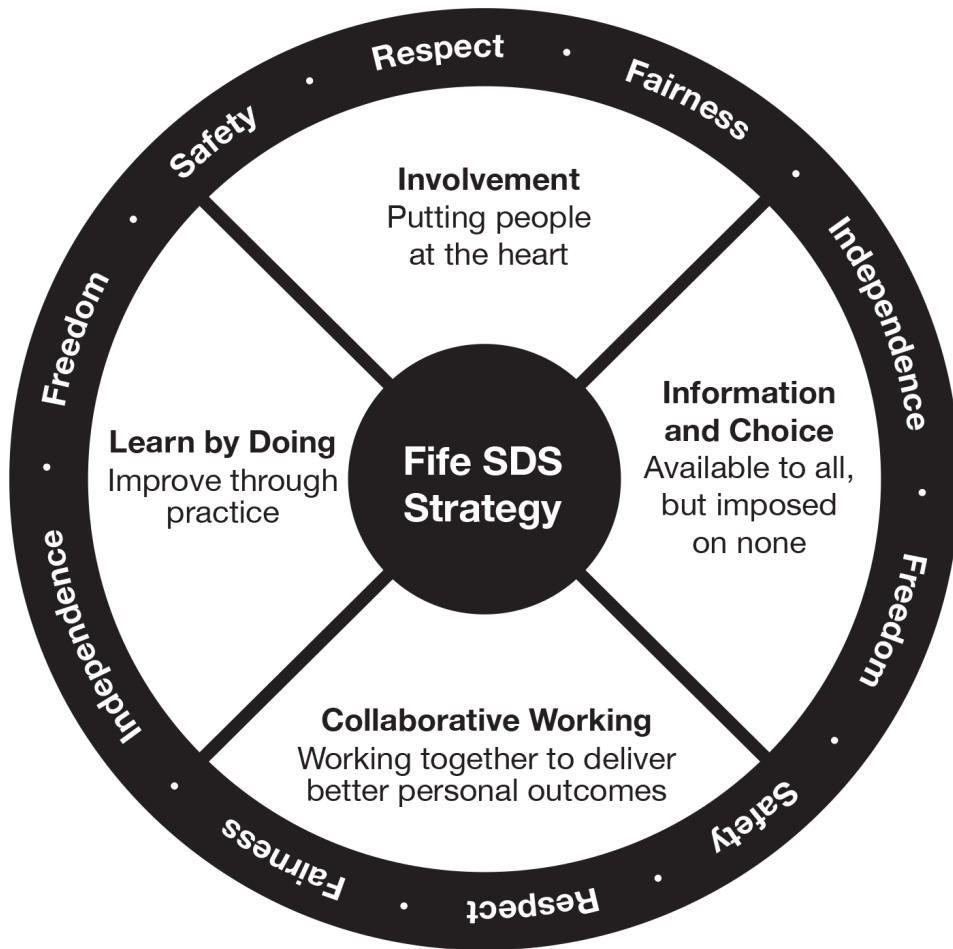
4.1 Key principles which have underpinned Fife's implementation of SDS have been:

- **Involvement: Putting people at the heart**
  - To maximise the potential benefits of SDS for individuals, carers and families, all stakeholders in the SDS process need to work together as equal partners. This is sometimes called Co-production. A key influence in shaping Fife's approach has been the role played by the SDS Reference Group on which service users, carers and their support organisations are represented.
- **Information and Choice: Available to all, but imposed on none**
  - SDS will only fulfil its objectives if individuals eligible for care are provided accessible information on the choices that are available and the likely impact these choices might have on their lives. It is also important that at a local level, SDS stakeholders including Fife Council work together on ensuring there is a wide range of services and community supports available for individuals to be able to choose and shape the support they would like.
- **Collaborative Working: Working together to deliver better personal outcomes**
  - In order to improve personal outcomes for individuals, services whether delivered by the public, private or voluntary sectors need to work closely together in a co-ordinated person centred way. SDS should encourage closer collaboration between organisations, such as Fife Council and NHS Fife, and develop new ways of delivering services
- **Learn By Doing : Improve through practice**
  - There are no blueprints for implementing SDS. By trying approaches and processes, gaining feedback on them and feeding this into future practice, the outcomes for individuals and other stakeholders should improve.

4.2 From the experience of the SDS Test Sites and based on Fife's approach, the following diagram sets out a summary of what individuals wish from their SDS journey and how we aim to deliver this in Fife:



**Developing the SDS Model Journey**



## **5.0 Putting Fife's SDS Principles into Practice**

### **5.1 Test Sites ( Key Principle : Learning by Doing – Improving through Practice)**

The aim of running test sites is to put into practice the principle of learning by doing. Since 2010 a number of test sites have been established on a small scale initially and are the key mechanism for developing SDS processes and practice in Fife. Across the test sites, over 60 individuals have started their SDS journey

Through working closely with participants, their families, staff, support organisations and providers much has been learnt. Feedback has been gathered, issues responded to and where possible systems adapted. A more formal system to review and evaluate findings is currently being worked on.

Test Sites comprise:

- **4 Ongoing** –Transitions, Community Support Service, Direct Payments and Barony Housing Association.
- **2 New** – Respite and Housing Support
- **1 Completed** : NHS/Fife Council

### **5.2 SDS Board and the SDS Team ( Key Principle : Learning by Doing – Improving through Practice)**

The Fife SDS Board was established in 2010 to drive forward the implementation of SDS in Fife Council and is chaired by Head of Service (Adult Services), Social Work Service. This senior management group has representatives from across the Social Work service, other Council services e.g. Finance, NHS Fife and importantly service user and carer representatives from the SDS Reference Group. Meetings are held every 2/3 months at which reports on progress, issues arising and presentations on relevant themes are considered by members.

The SDS team has been set up initially for the next 2 years using time limited Scottish Government funding to prepare for the implementation of SDS. The purpose of this team is to build capacity amongst staff, individuals, families, providers and communities to effectively implement SDS in Fife. The team currently comprise an operational team manager, a project manager, Direct Payments staff (3), SDS Social Workers(3), Local Area Co-ordinators(2) and administrative assistants(2).

The relationships between the SDS Board and Team and other key stakeholders and groups are illustrated in Appendix 2. The 'map' also demonstrates how Fife is putting the SDS Strategy's principles of involvement, learning by doing, promoting information and choice and collaborative working into practical action on the ground.

### **5.3 SDS Reference Group (Key Principle : Involvement – Putting People at the Heart)**

This group was established to help ensure that service users participating in the test sites, their carers and their support organisations, e.g. advocacy organisations, played a key role in shaping the development of SDS in Fife. This group have given feedback on paperwork and processes; contributed to staff training; been involved in awareness raising events and have led the organisation of a conference, a newsletter and a DVD. This active group meets every 2/3 months prior to the SDS Board .

#### **5.4 Communications Strategy (Key Principle: Information and Choice – Available to All, Imposed on None)**

To support and promote the implementation of SDS in Fife a communications strategy and action plan have been developed.

##### **The key outcomes of the communication strategy are:**

- Service users, families, carers, partners and staff involved in the test sites have a clear vision and are engaged and informed of progress.
- Service users, families, carers, partners and staff understand the wider context in which SDS is being tested and implemented and why
- Partners are involved and represented as part of partnership approach
- Wider audience of staff within Fife Council and partner agencies are informed of the work being led, its progress and outcomes.
- Relevant external stakeholders are informed and understand the vision and Fife's approach to SDS.

##### **Key goals of the communication strategy are:**

- Instil confidence and trust with service users, families, carers and staff in that their involvement influences and shapes the future
- Demonstrate leadership and learning in Fife's approach
- Positive feedback from service users, families, carer's staff, elected members on clear, effective and useful communication throughout.
- Provide accessible and relevant information, advice and guidance to stakeholders on how SDS is being approached in Fife

The communication action plan will be updated and revised regularly to reflect the ongoing development of the implementation strategy.

#### **5.5 SDS Training Strategy (Key Principle: Working Together to Deliver Better Personal Outcomes)**

Training is a key priority and underpins a number of actions within the strategic action plan (See Appendix 1 -Action 3) . As SDS brings about a transformational change for all those involved in social care whether as a service user, carer, social worker, service provider or support organisation, all stakeholders require new knowledge, an understanding of the 'culture' and skills around SDS.

A SDS Training Strategy is being developed in liaison with a sub-group of the SDS Reference Group which provides a framework of how training can be delivered at different levels to a range of stakeholders. In line with the new SDS duties for local authorities under the of the the Social Care (Self-directed Support) (Scotland) Act 2013. An initial priority will be to train staff in order that they can then inform others, particularly service users and carers, on the SDS pathway and its implications.

#### **5.6 Collaborative Working Mechanisms (Key Principle : Working Together to Deliver Better Personal Outcomes)**

To put the principle of collaborative working on SDS with key stakeholders into practice within Fife, a number of mechanisms have been established. These include:

- **Joint working on SDS with NHS Fife**  
As a follow-on to the joint work undertaken through the NHS Fife Council SDS Test Site, a mechanism has been established to promote ongoing joint working on SDS

between Fife Council and NHS Fife. Ongoing links are also in place with the Personal Outcomes for Older People's work taking place in NHS Fife.

- **Regular Liaison between SDS Team and the Fife Providers Forum**

To ensure good two-way communication and awareness of SDS between Fife Council and providers, it has been agreed that a representative of the SDS team regularly attends the quarterly Fife Provider Forum meetings to discuss issues arising and SDS updates. The SDS Team also contribute to Provider Forum SDS events and training.

- **Liaison with Fife support organisations who received Scottish Government capacity building funding to implement SDS**

In Fife, PAMIS, the Stroke Association, Fife Society for Blind/Deaf Action Scotland and ARC all received specific funding from the Scottish Government to implement SDS. Meetings have been held with these organisations who are currently working with Fife Council on a range of joint action.

- **Development of joint working with the Community Capacity Building work stream of the Change Fund**

This area of work involves liaising with the Community Capacity Building Work stream of the Change Fund, the Micro-provider network (developed through the personal Outcomes for older people (SHINE) project (hosted by BRAG), and the Local Area Co-ordinators (hosted by Fife Elderly Forum).

## **6.0 Moving Forward and Recommendations**

### **6.1 Implications of SDS**

The implications of SDS for all stakeholders, including Fife Council, are potentially far reaching. In Fife, we have made a start on the journey of rolling out SDS in line with its principles and values. Already there has been much learning and there remains scope for improvement and further development. As the Scottish Government's national 10-year SDS strategy suggests, implementing SDS is not a short term programme of work. It is one which involves long-term culture change, service redesign and collaborative working.

### **6.2 Developing a Strategic SDS Action Plan**

To achieve our five year vision, a strategic SDS Action Plan based on current priorities is attached in Appendix 1. This is a broad action plan which gives an overview of current priorities however underpinning each of these 13 areas there will be a range of more specific actions. 2013 will be a fast evolving year in the development and implementation of SDS at a national and local level. This strategic action plan will be regularly reviewed and reported on to Fife's SDS Implementation Board to ensure progress is being made and any new issues arising are addressed. Appendix 2 outlines the key groups of SDS stakeholders referred to in this report who are working on taking forward SDS in Fife.

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## FIFE SDS STRATEGY SDS STRATEGIC ACTION PLAN

Initial Key: JP – Julie Paterson, Adult Services (East) Manager, SR - Sheena Robertson, SDS Team Manager ,GM - Grace MacDonald, , Fife Council, SDS Project Manager Comms Team – Communications Team, MP - Mary Porter, Acting General Manager Kirkcaldy / Levenmouth CHP, NHS Fife, MH - Margaret Hannah, Depute Director of Public Health, NHS Fife, FC – Fife Council, SG – Scottish Government, IRISS (Institute for Research and Innovation in Social Services), ARC (Association for Real Change)

Task / Action	Timescale	Approach	Lead(s)	Progress/ Monitoring
<b>ACTION 1 - SDS Act implementation preparation</b>	Ongoing. TBC when SDS guidance and regs issued by SG . Likely to be Dec 13.	Develop SDS Strategy, Strategic Action Plan and FC Operational Priority Report to ensure readiness for the proposed new SDS duties in line with the national regulations and guidance when published. Prepare report when SG finalise draft regulations and guidance.	GM	Ongoing reports to SDS Implementation Board on SDS Act progress and development. Following wide consultation with SDS stakeholders, FC submitted to SG comments on draft SDS Guidance and Regulations in July 13. Stakeholders comments fed into draft FC Strategy. Revised Draft strategy and draft Operational Priorities report to SDS Board Sept 13.
<b>ACTION 2 – Fife Council SDS Readiness for New Assessment Referrals</b>	Likely deadline for Phase 1 - April 14	Undertake phased programme of SDS awareness raising and assessor training with all SW Locality Teams. SW Teams to implement SDS pathway for all new assessment referrals by April 14.	Locality SW Teams/SR	Team Manager briefings Autumn 13. Identification of staff involved in phase 1 for initial assessors training by October 13. SDS Phase 1 'Champions' identified within each team by April14. Detailed timescales and numbers to be incorporated into Operational Priorities Report by October 2013. Update when final statutory guidance issued by SG (likely Dec 13).
<b>ACTION 3 - SDS Training Strategy</b>	Training Strategy finalised by Sep 13. Ongoing implementation thereafter.	Preparation and implementation of staff training strategy to underpin effective implementation of all actions within strategic action plan.	SR / Training Working Group/ Workforce Development Team	Training Working Group established May13 and initial draft strategy completed June 13. Second draft to be presented to SDS Board Sep 13. Ongoing training for staff.

<b>Task / Action</b>	<b>Timescale</b>	<b>Approach</b>	<b>Lead(s)</b>	<b>Progress/ Monitoring</b>
<b>ACTION 4 - SDS Test Site Development</b>	Implementation – ongoing till April 15	Led by the SDS Team, develop project plans and implement these for each test site ( Community Support Service, Barony HA, Direct Payments, Transitions, Respite and Supported Accommodation with a 2 year timescale ( in line with SDS Team contracts)	SDS Team/SR/GM	Detailed project plans for Community Support Service and Barony test sites completed. Actions incorporated into SDS Team Action Plan and Operational Priorities Report. Plans for respite and supported accommodation to be developed following initial scoping.
<b>ACTION 5 - Development of Resource Allocation System (RAS)</b>	Report by Autumn 2013	Continuing to investigate and develop a resource allocation system	SR/ GM / Finance	RAS Working Group established. First meeting on 8 <sup>th</sup> August 2013. Gathering information from other local authorities e.g. Newcastle, Highland and relevant networks. Ongoing liaison with Finance.
<b>ACTION 6 - Monitoring and Evaluation Framework</b>	Framework by Autumn 13 Implementation – ongoing	Develop a monitoring and evaluation framework then implement recommendations on an ongoing basis in line with Action Research Model and principle of continuous improvement. Within framework, develop model SDS pathway for individuals.	GM / IRISS	Evaluation Group established May 13. Meeting monthly. Draft framework discussed and amended July 13. Priorities agreed and action being implemented in line with Action Research model. Progress and issues raised in meeting reflection notes.
<b>ACTION 7 - Develop and Implement Communication Strategy</b>	Updated Internal Communication Strategy August 13. Wider External Strategy End 13. Ongoing implementation.	Develop SDS Communication Plan focussing on internal and external communication needs and action. .Update, implement and monitor progress .	JP/ SR/GM/ Comms Team	Internal Comms plan updated July 13. Initial Intranet FISH pages drafted. Newsletter and FAQ to be circulated summer 13. An Elected Members Briefing being prepared and due to be issued by end September 13.

<b>Task / Action</b>	<b>Timescale</b>	<b>Approach</b>	<b>Lead(s)</b>	<b>Progress/ Monitoring</b>
<b>ACTION 8 - Provision of accessible information</b>	From April 2013 onwards.	Providing accessible and relevant information, advice and guidance to all stakeholders in line with national legislation and guidance. Link to Action 6, Communications Strategy	Comms Team/ SDS Team	Subtitled version of NHS Fife Council SDS Test Site completed. Updated Direct Payment information leaflet in large print/braille and audio versions through joint SDS work with Fife Society for the Blind and Deaf Action Scotland on information leaflet. BSL version of DVD being completed by end Summer 2013 Further FC DVD work and general SDS leaflet in progress. SG Easy Read leaflets and flyers on SDS Act being circulated. SDS Team undertaking awareness raising talks to groups/stakeholders. Service User and staff leaflets being prepared.
<b>ACTION 9 – Develop a Market Shaping Strategy with Providers : In-House (A) and External (B)</b>	Ongoing	Work with providers in all sectors, including in-house services, to draft a market shaping strategy which will help stimulate the creation of diverse flexible provision including micro-provision. A – B	SR/GM/ Providers Forum/ SHINE project/BRAG/ARC	Continue regular liaison and specific joint working on this through Fife Providers Forum and SHINE project / BRAG. Briefing session for in-house service managers to be delivered on 24 <sup>th</sup> September 13 . Regular report to SDS Implementation Board.
<b>ACTION 10 - Joint SDS working between NHS Fife and Fife Council</b>	Ongoing	Strengthening working links on SDS with NHS Fife in line with recommendations from NHS Fife Council SDS Test Site Report and the Integration Agenda.	JP/ SR/ GM/MP/MH	Ongoing liaison through SDS Board. Liaison meetings with MH March 2013 and with MP Summer 13.
<b>ACTION 11 - Develop Strategy Review Framework</b>	Link to Action 10- August 2014	Developing and reviewing this strategy and action plan for taking SDS forward in the future.	JP/ GM	Develop outline framework for August 14 in line with Action 6.

## SDS Strategy Group Guide:

The following key provides more information on the groups shown on the Strategy Groups map on the final page

**SDS Team** - This team has been set up initially for the next 2 years using time limited Scottish Government funding to prepare for the implementation of SDS. The purpose of this team is to build capacity amongst staff, individuals, families, providers and communities to effectively implement SDS in Fife. The team currently comprise an operational team manager, a project manager, Direct Payments staff (3), SDS Social Workers(3), Local Area Co-ordinators(2) and administrative assistants(2).

**SDS Board** - The Fife SDS Board was established in 2010 to drive forward the implementation of SDS in Fife Council and is chaired by Head of Service (Adult Services), Social Work Service. This senior management group has representatives from across the Social Work service, other Council services e.g. Finance, NHS Fife and importantly service user and carer representatives from the SDS Reference Group. Meetings are held every 2/3 months at which reports on progress, issues arising and presentations on relevant themes are considered by members.

**SDS Governance Group**- This small group is chaired by Service Manager (Adults, East), Social Work Service and includes the Self Directed Support Team Manager, the SDS Project Manager and the leads of SDS Test Sites. Established to help develop sound governance around SDS, This Group meets up to once every two weeks prior to the Adult Services Placement Panel meetings where resources for SDS Plans are approved. Through discussing issues around eligibility, risk and evolving SDS, the Group aim to promote consistent decision making, develop good practice and legal compliance.

**SDS Reference Group** - This group was established to help ensure that service users participating in the test sites, their carers and their support organisations e.g. advocacy organisations played a key role in shaping the development of SDS in Fife. This group have given feedback on paperwork and processes; contributed to staff training; been involved in awareness raising events and have led the organisation of a conference, a newsletter and a DVD. The group meets every 2/3 months prior to the SDS Board. As work streams have evolved some subgroups have been set up by the Reference Group. Current sub-groups include:

- **SDS Training Sub-Group** – in recognition of the key role service users and carers should play in shaping the SDS Training strategy, this sub-group reviews the content, comments on and generates ideas for the SDS Training Strategy working group.
- **DVD Sub-Group** – the Reference Group has identified the importance of sharing personal SDS stories in an accessible way to others. As a result this sub-group is working on producing a personal stories DVD to help raise awareness of SDS and for use as a training resource.

- **Adult Services Provider Forum** – a member of the Adult Services Forum attends the SDS Reference Group to help develop SDS service user and carer links with cross sector providers operating in Fife.
- **SG Funded Support Organisations-** an invitation to attend a reference group meeting has been extended to every group operating in Fife who has received SDS capacity building funding from the Scottish Government. The purpose of this is to raise the profile of these groups and projects with service user, carers and support organisations but also to allow feedback from the latter groups to help shape the development of these projects.

**SDS RAS Working Group-** the Resource Allocation System (RAS) subgroup includes SDS team members, finance and audit input. The remit of the group is to explore and develop RAS options for Fife council, drawing on existing RAS models from across the UK, working alongside ADSW RAS sub-group and testing RAS options through the current SDS test sites.

**SDS Evaluation Working Group – this** group includes representatives from the SDS Reference Group, Social Work performance and planning team, the SDS Team, social workers involved in the SDS Test Sites and the Finance Service. A joint evaluation project is now underway with IRISS (Institute for Research and Innovation in Social Services) and Fife Council to develop a self-evaluation framework for SDS developments using an action research model.

**SDS Training Strategy Group** – comprising representatives from the SDS and the staff learning and development teams, the training strategy group is developing a training strategy for SDS to ensure all stakeholders are skilled and prepared for the implementation of SDS in Fife. The current priority is developing SDS training events for social work staff. As mentioned above a small sub-group of the SDS Reference Group works closely with this group.

- **SDS Peer Assessor Group** – after staff receive their initial SDS Assessor training, they can join this peer support group for support, advice and further training on practice issues they raise when using the SDS framework.

**SDS Communications Strategy Group-** led by a member of the Council’s Communications Team, this group co-ordinates the development of the Fife Council SDS Communications Strategy and action plan which is key to raising awareness and providing accessible information on SDS to all stakeholders, both internal and external.

# Fife SDS Strategy Groups

