

**NORTH LINCOLNSHIRE COUNCIL**

**CABINET**

**ESTABLISHING A SYSTEM FOR SELF-DIRECTED SUPPORT IN NORTH  
LINCOLNSHIRE**

**1. OBJECT AND KEY POINTS IN THIS REPORT**

- 1.1 To seek Cabinet approval of the proposals outlined.
- 1.2 The council is required to implement a system of self-directed support for adults who are eligible for social care services.
- 1.3 This report proposes the implementation of a project and the establishment of a project board to ensure that self-directed support becomes the way in which eligible people have their social care needs met in North Lincolnshire in the future.

**2. BACKGROUND INFORMATION**

- 2.1 "Our Health, Our Care, Our Say" (DH 2007) set out the Government's vision for the future of health and social care services for adults. "Putting People First" (DH 2008) built on this vision to outline the ways in which social care services for adults would be organised in the future.
- 2.2 Ensuring that citizens have choice and control over the services that support them is central to the vision. In order for this to happen, councils with adult social services responsibilities are required by the Department of Health to personalise services by implementing systems and processes to deliver self-directed support. Required timescales are tight, with evidence of significant improvement by April 2011.
- 2.3 Self-directed support describes a way of redesigning the social care system so that the people who are eligible to receive services take much greater control over them. It includes the use of direct payments and individual budgets as well as other elements of support. The underlying principle for the development of self directed support is the desire to move to a system where adults have the ability to take greater control over their lives and the social care that they receive, enabling them to make their own decisions and manage their own risks. This puts people at the centre of assessing their own needs, deciding how best those needs can be met and tailoring care to meet those needs. To fully adopt this approach will require fundamental changes to the present system of social care and a true whole systems transformation must take place.

- 2.4 Since late 2007 North Lincolnshire Council Adult Social Services has been preparing to transform its services to deliver personalisation and self directed support. The work to date has involved developing a new structure for Adult Social Services based on improving outcomes for North Lincolnshire residents. The result of this work will be an organisation with an improved focus on commissioning, quality assurance, workforce development, urgent responses to crises, locality working, prevention and self directed support for vulnerable adults of all ages.
- 2.5 To ensure that self directed support is delivered nationally in line with government policy, the Department of Health have issued requirements for councils with adult social services responsibilities and a target of 30% of adult social services service users having self directed support by March 2011 has been set. One of the performance indicators in the North Lincolnshire Local Area Agreement (LAA) is: "Social care clients receiving self directed support" (indicator number NI130). It is possible, therefore, that the 30% national target may have to be stretched in North Lincolnshire in line with Government Office LAA requirements.

### **3. OPTIONS FOR CONSIDERATION**

#### **Option 1**

- 3.1 In order to ensure the new organisational structure delivers self-directed support to improve outcomes for people and to enable government targets to be met, it is proposed that a self directed support project is established. The project will bring all sections of Adult Social Services together with other council service areas, key partners and residents to ensure that self directed support becomes a reality in North Lincolnshire.
- 3.2 It is proposed that the implementation of the project will be the responsibility of a designated project team that will promote a partnership approach to the development of practice, systems and processes. Officers from Adult Social Services will come together with key stakeholders and partners in a Partnership Group to promote the whole systems approach required.
- 3.3 It is proposed that the project establish five work streams:
- Commissioning and Market Management;
  - Communication and Engagement;
  - Assessment, Support Planning and Risk Management;
  - Finance, Audit and Performance;
  - Workforce Development.
- 3.4 The Director of Adult Social Services, will sponsor the Self-directed Support Project and the Head of Communities and Partnerships will chair the project board. The board membership will include other senior managers in Adult Social Services, a North Lincolnshire Council Finance representative, voluntary and independent sector representatives, and the lead officer on personalised health budgets from NHS North Lincolnshire. The board will be responsible for driving progress towards self directed support, will approve recommendations indicating changes to systems and processes and will ensure a whole system approach to the culture and practice changes required to deliver personalisation. The board will report progress through the council's democratic processes and through the North Lincolnshire

Commissioning Group to the Well-being and Health Improvement Partnership sub group of the Local Strategic Partnership. The governance structure, membership and terms of reference are contained in Appendices 1 and 2.

### **Option 2**

- 3.5 The other option is not to dedicate time, effort and capacity to achieving personalisation and a system of self directed support in North Lincolnshire.

## **4. ANALYSIS OF OPTIONS**

### **Option 1**

- 4.1 Effective delivery of self directed support would improve outcomes for people who are eligible for adult social care services. It will enable people who are eligible to receive services to take much greater control and have more choice over how their needs are met.
- 4.2 The government has set a clear target for councils in achieving self directed support and North Lincolnshire has included the target in the Local Area Agreement. Progress on achieving the target will be an important part of the performance assessment of Adult Social Services by the Care Quality Commission and will form part of the Comprehensive Area Assessment.

### **Option 2**

- 4.3 Not to dedicate time, effort and capacity to achieving personalisation and a system of self directed support in North Lincolnshire would be a significant risk to the council. Performance against government and LAA targets could not be adequately improved and maintained. In addition North Lincolnshire residents would not be afforded the levels of choice and control over social care services as those experienced by people living in other council areas.

## **5. RESOURCE IMPLICATIONS (FINANCIAL, STAFFING, PROPERTY, IT)**

- 5.1 Financial - The government has awarded a social care reform grant to the council to use as a ring fenced resource to ensure significant progress is made. In 2008 the Cabinet Members for Adult Social Care and Corporate Affairs approved part of the grant to be used to fund a Self Directed Support Development Manager, a Resources Officer and a Project Officer. These posts are for a fixed term of three years and will form the project team.
- 5.2 Other resource implications evident as the project is implemented will be subject to Cabinet and Cabinet Member reports as appropriate. However, it is anticipated that new ways of working will release financial resources towards the third year of the project, which can be used within the service and elsewhere.

## **6. OTHER IMPLICATIONS (STATUTORY, ENVIRONMENTAL, DIVERSITY, SECTION 17 - CRIME AND DISORDER, RISK AND OTHER)**

- 6.1 Statutory - Establishing a self directed support project will help the council to fulfil its statutory duties in ensuring that eligible adults have adequate social care support in the future.

6.2 There are no other implications.

## 7. **OUTCOMES OF CONSULTATION**

- 7.1 Trade unions are involved in the organisational change evident in Adult Social Services. Representatives recognise and acknowledge the need for change and are supportive of it. They will continue to be involved in the project, particularly the Workforce development work stream.
- 7.2 Staff are engaged in the change agenda and understand the reasons for introducing a self directed support system to North Lincolnshire.
- 7.3 In all consultations with service users, carers, and older people, they have consistently said that they would like more control and a bigger say in the services that we provide to them. As part of the project, North Lincolnshire residents will be fully involved in helping to design and implement new systems that improve choice and control for people eligible for social care services.

## 8. **RECOMMENDATIONS**

- 8.1 That Cabinet approves the implementation of a self-directed support project, that the implementation of the project will be the responsibility of a designated project team and that there will be five work streams to the project.
- 8.2 That Cabinet approves the establishment of a North Lincolnshire Self-Directed Support Project Board, sponsored by the Director of Adult Social Services and chaired by the Head of Communities and Partnership.

### SERVICE DIRECTOR ADULT SOCIAL CARE

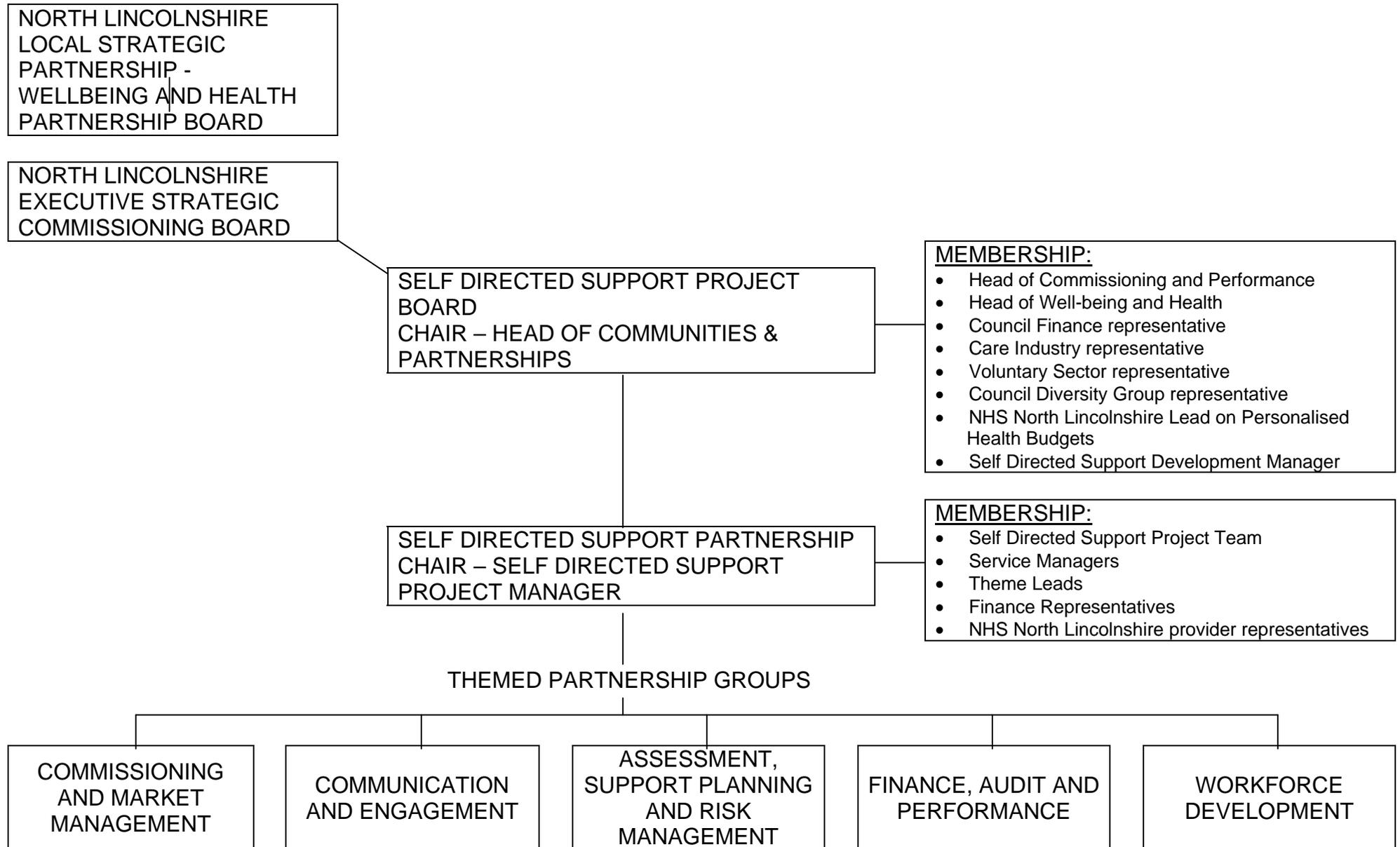
The Angel  
Market Place  
BRIGG  
North Lincolnshire  
DN20 8LD  
Author: Pete Lenehan  
Date: 2 March 2009 (v3)

### **Background Papers used in the preparation of this report**

“Our Health, Our Care, Our Say” (DH 2007)  
“Putting People First” (DH 2008)

## APPENDIX 1

### North Lincolnshire Self Directed Support Project – Governance



## APPENDIX 2

### North Lincolnshire Self Directed Support Project – Terms of Reference

#### **Project Board**

Aim – To ensure that self-directed support becomes the way in which adults eligible for a social care service have their needs met.

#### Objectives

- Set ambitions for the project.
- Strategically plan to enable delivery of the project and culture changes required.
- Support the project team.
- Monitor and evaluate the effectiveness of the project in terms of partnership working, engagement and delivery.
- Receive reports on progress of work streams and the project as a whole.
- Approve recommendations for changes to practice, systems and processes.
- Performance manage the outputs and outcomes of the project.
- Disseminate learning through effective partnerships with the council and with key partners.

#### Reporting

- To the Director of Adult Social Services through senior management team meetings and established supervisory processes.
- To cabinet and council through reports to cabinet member, Adult Social Services.
- To the LSP Well-being and Health Improvement Partnership through the North Lincolnshire Commissioning Board.
- To citizens, providers and other key stakeholders through existing partnership groups.

#### **Project Partnership**

Aim – To ensure the delivery of self directed support through practice, system and process change.

#### Objectives

- Manage the project and its action plan.
- Ensure delivery of key deliverables and milestones.
- Establish partnership sub-groups to deliver changes in line with the five themes.
- Monitor and evaluate the effectiveness of the themed partnership sub-groups.
- Recommend changes to the Project Board in relation to practice, systems and processes.
- Ensure improved performance in line with agreed targets through project implementation.
- Ensure value for money and the achievement of efficiencies.
-

## Reporting

- To the Project Board in the form of progress reports.
- To service and development managers through progress reporting to Adult Services Management Team meetings and Team and Unit Managers Forum.
- To Chair of Project Board through established supervisory processes.
- Themed sub-groups to report progress to the Project Partnership at each meeting.
- Through effective engagement, report and evaluate progress in relation to citizens and key stakeholders.