

## **Minutes of the Service Development Group Meeting 25 April 2007 – Cumbernauld College**

### **Present:**

Janet Birks  
Nigel Henderson (Chair)  
Noni Cobban  
Ronnie Hill  
Catherine Rainey  
Fiona Hodgkiss  
Frances Brown  
Carina Mitchell  
John Dalrymple  
Duncan McKay  
Morag Dendy  
Fiona Taylor  
Paul Davis  
Jean Maclellan  
Dave McLeod  
Bette Francis  
Sarah Stewart  
Jack Blaik  
Moira Hughes (Note Taker)

### **Apologies**

Apologies were received from Terry Findlay, Phil Robinson and David Cumming.

### **Welcome and Introductions**

1. Nigel Henderson briefly outlined the work of the Service Development Group explaining that the focus of the Group's work would come under the umbrella of the Personalisation Agenda. He acknowledged that there are indeed different understandings and interpretations of Personalisation and that the Group have a paper being circulated for comment to provide a working description of personalisation within social care. Nigel informed the meeting that Angus Skinner from the Centre for Confidence and Wellbeing would be facilitating the Appreciative Inquiry at the end of the morning and afternoon sessions.

2. Duncan Mackay, North Lanarkshire, described how they have developed their Self Directed Services. Originally developed in North Lanarkshire within the Learning Disability field then extended to other adult groups. Duncan felt that one of the barriers to Personalisation was the issue of procurement and thought that shared services and a common procurement system within local authorities would work better.

### **In Control Scotland (Frances Brown and Carina Mitchell)**

Frances Brown and Carina Mitchell from In Control Scotland gave a presentation which explained the background to setting up In Control Scotland which was launched in 2006 and has been developed in partnership with Altrum, the Scottish Consortium for Learning Disability, a number of Scottish Local Authorities and with some support from the Scottish

Executive. Currently 4 local authorities are signed up (North Lanarkshire, East Renfrewshire, East Ayrshire and South Ayrshire) to the model and discussions with a further 13 are taking place. Work is also being done with voluntary sector organisations such as Shared Care, Capability Scotland etc.

3. In Control have developed seven principles that underpin Self Directed Support. These are:

1. **Right to Independent Living**

2. **Right to an Individual Budget**

3. **Right to Self-Determination**

4. **Right to Accessibility**

5. **Right to Flexible Funding**

6. **Accountability Principle**

7. **Capacity Principle**

#### **How it works in Oldham (Paul Davis)**

4. Paul Davis, Service Director from Oldham, began his presentation by outlining the demographic make-up of Oldham, advising that out of a population of 220,000, over 700 people across all adult services are in control of their funding and support. Paul explained how their new Resource Allocation System (RAS) brought together other funding streams such as ILF, Supporting People etc. There is also synergy between health care and social care. This helps people whose health needs are likely to change avoiding the need to do assessments over and over. Individualised budgets also allows for delivery of more for less and makes a significant difference to people's lives. In Control also allows for money to be rolled forward thus enabling people to plan their expenditure for the year.

5. An 'Appreciative Inquiry' Session followed Paul's presentation. Some of the issues raised in this session were:

#### **Q. How did Oldham make it happen?**

A. Following a management re-structuring the opportunity was taken to look at all the elements of service delivery. Paul stated the importance of:-

- Good leadership, including political leadership
- Taking staff with you
- Talking to people who use services
- Support of elected members and other key departments – such as Finance

**Q. What 3 things need to change at a system level?**

A.

- **Regulatory Framework** (regulators need to be in touch)}
- Need to be more accepting of **risk** } these two are linked
- **Engage** with whole organisation to understand what it is you are trying to do.

**Q. Why would people not pull down their full allocation?**

A. This would be reviewed after one year and may mean that some people's allocation would need to be re-assessed.

**Q. Conflicts between need and resources?**

A. A 3-year reducing strategy exists in Oldham with a £50k ceiling in the main for most individual budgets.

### **Afternoon Session**

#### **Direct Payments Policy & Practice (Sarah Stewart and Jack Blaik)**

6. Sarah Stewart from the Directorate of Primary Care and Community Care in the Scottish Executive spoke about the Direct Payments policy and how Scotland is already well ahead with the personalisation agenda. Sarah informed the meeting that draft revised guidance on Direct Payments had been issued for consultation to local authorities, voluntary organisations, regulatory bodies and others and is based on best practice recommendations from national working groups, and the evidence of the Care Inquiry. Direct Payments is very much about the whole system approach. Self Directed Care looks at unlocking the various funding streams. Direct payments in Scotland provides:

- Opportunity
  - Efficient use of money
  - Covers Mental health users and children's services and adults with incapacity
  - Brokerage via care managers (no need for third party broker)
  - Multiple funding streams brought together
- Multiple support

7. Jack Blaik gave an illustrated example of a case study showing how self directed support is working for one individual through use of Direct Payments. It was important not to under-estimate the complexity of obtaining funding components such as ILF, DP from social work and health, transport etc for the support package. Jack described some of the barriers that exist to delivering self directed care. These were:

- Resource Poverty
- Complexity of funding streams
- Training to staff (need for better support and dedicated practitioners)

#### **North Lanarkshire Council (Duncan Mackay, Morag Dendy)**

8. Duncan explained how North Lanarkshire have put personalisation into practice. It is the fourth largest authority in Scotland and has a population of 320,000 with a gross social work budget of £170 million. The authority has re-structured its services, increased its respite places and supported over 100 people in supported employment. Support arrangements in North Lanarkshire are planned, designed, funded and delivered. The meeting heard about

supported living arrangements and how information on Adult Personal Change is available in one venue in each of the authority's six towns. Ideas and good practice are shared between all six venues. Morag explained that the authority has an individualised budget monitoring tool which pulls off information on supported living, residential services, day services, respite, direct payments, nursing homes and anticipated services.

### **SOL and Older People Services, North Lanarkshire (John Dalrymple and Fiona Taylor)**

7. John Dalrymple told the story of Mary, a lady who lived long-term away from home and how North Lanarkshire Council had managed to bring her back to her home area. With the support of a small team she now has a better quality of life and the cost of caring for her has reduced from when she was in supported care, sharing with others. Fiona's presentation demonstrated that out of a £21 million Home Support Budget, 80% was spent on older people. Fiona described North Lanarkshire's Assisted Living Technology their use of Locality Link Officers who help to support people in the community.

### **Appreciative Inquiry**

8. Angus provided the background to Appreciative Inquiry (see Diagram in Annex 1) and asked the meeting to divide into small groups and look at what changes they thought there would be by 2015 in –

- system as a whole
- community/organisation level
- individuals
- all of Scotland

and also to say what worked from today's inquiry, listing the positives and the negatives. Feedback from these sessions are detailed in Annex 1 to this note..

Nigel Henderson drew the meeting to a close and thanked people for their contributions and the useful discussions that had been generated. It is clear there are a range of models that can help deliver personalisation depending on the requirements, willingness and capacity of the individual to take control of their support package and the approach taken by the local authority and partners.

There was a short meeting of the Service Development group members to reflect on the day and the main messages they had taken from the discussions. It was agreed there was a need more a more forensic examination of some of the models discussed today to fully understand the implications and where there were differences.

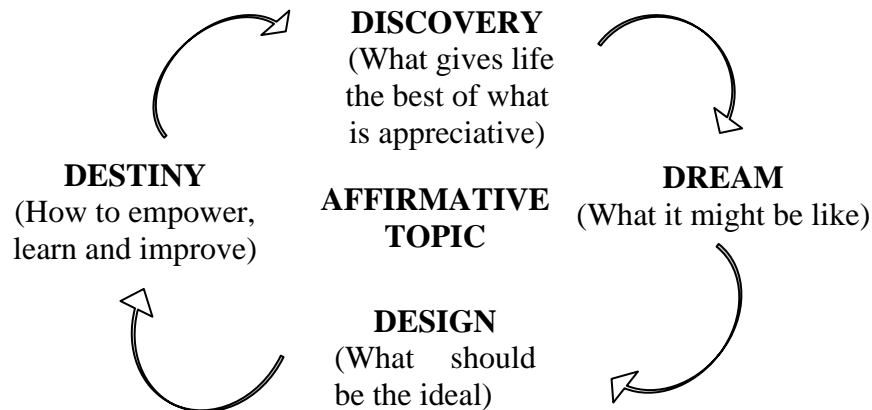
It was agreed a visit to Oldham to address a range of detailed questions should be explored.

It was also agreed the group would like to meet again with Duncan Mackay and Sarah Stewart to explore whether there was just a difference in semantics between what was being delivered in North Lanarkshire with what could be done under the Direct Payments System or whether there were fundamental differences that needed to be identified.

It was also agreed that the draft Personalisation definition should be circulated to let people see the group's thinking and invite comment.

The next meeting was scheduled for 20 June – which clashes with the National Conference for Practitioners. It was agreed the date should be held for the moment as there could be a possibility of running in parallel with the conference at Dunfermline.

## Appreciative Inquiry Diagram

**Feedback from Session****Individual**

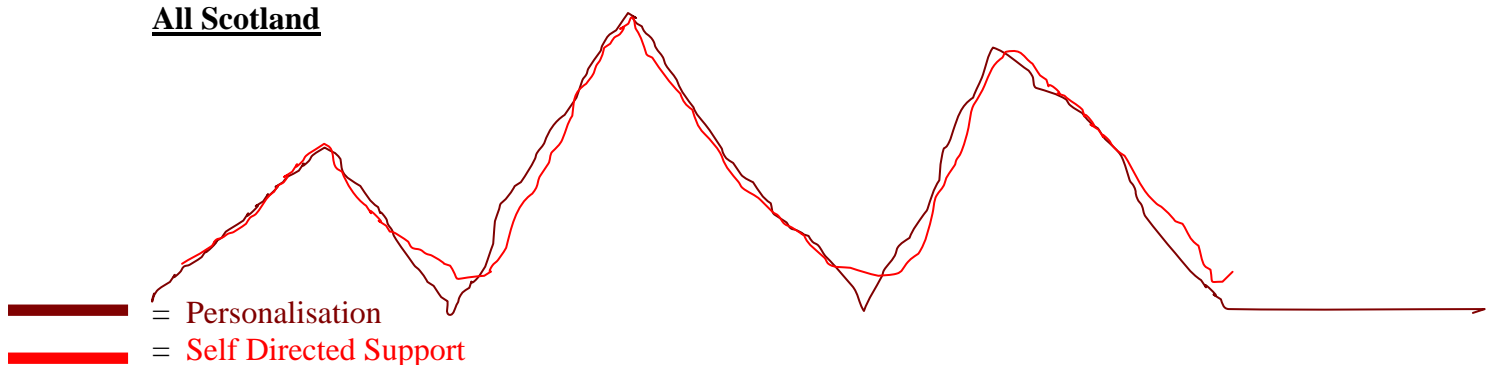
- In control of my assessment
- Contribute to community decision about priorities and distribution
- In control of (committed to me) resources

**The Group/Community/Family**

- Capacity within service providers has, in families, in communities, been developed
- Variety of ways to be in control
- Would choose to assist/or not
- Fair entitlement to money to assist in support role
- Bigger aspirations that are about “lives” and not “services”

**The System**

- One system
- Connected components
- Rationalisation of regulation
- Qualitative Measures for outcomes
- Risk enablement tolerance

**All Scotland**

## Positives and Negatives from the Day

<b>POSITIVES</b>	<b>NEGATIVES</b>
<b>Venue</b>	<b>Not Sure of Appreciative Inquiry</b>
<b>Food</b>	<b>What Happens Next</b>
<b>Good Start to Discussion</b>	<b>Need more time for discussion</b>
<b>Inputs</b>	<b>Positives taken</b>
<b>Real Stories</b>	<b>What were aims</b>
<b>Bringing people together</b>	<b>What are the right questions</b>
<b>Building on similarities</b>	