



**ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY
COMMITTEE: 21 JANUARY 2019**

**ADULT SOCIAL CARE
DIRECT PAYMENTS DEVELOPMENT PLAN 2018-2023**

REPORT OF THE DIRECTOR OF ADULTS AND COMMUNITIES

Purpose of Report

1. The purpose of this report is to seek the views of the Committee on the final draft of the adult social care Direct Payments Development Plan 2018-2023.

Policy Framework and Previous Decisions

2. The planned direct payment approach supports the objectives within Leicestershire County Council's Strategic Plan 'Working Together for the Benefit of Everyone' and fits with the Department's strategy and vision, 'Promoting Independence, Supporting Communities: Our Vision and Strategy for Adult Social Care 2016-2020'. This key strategic document outlines how the authority will prevent, reduce, delay and meet needs, as well as underpinning supporting activities. These principles have been interwoven into the Direct Payments Development Plan, which is attached as Appendix A.

Background

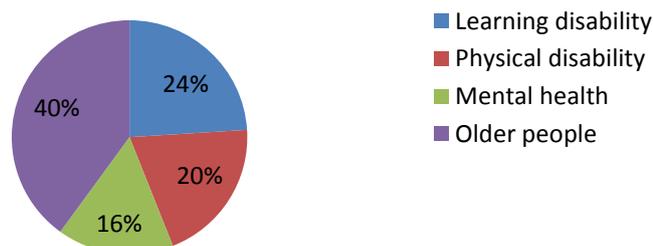
3. Direct payments, previously known as cash payments, are available to adult social care service users and carers who are eligible for a personal budget and want to arrange and pay for their own care and support services directly rather than the authority making arrangements on their behalf. The direct payment arrangement is used to fund the individual's eligible care and support needs as identified in the service user or carer's support plan.
4. Direct payments were first introduced in 1997, and were initially limited to people under the age of 65 years with physical and sensory impairments, learning disabilities and mental health problems. Since then the offer has evolved and is available to anyone with eligible adult social care needs (excepting those people mentioned in Appendix A) receiving community-based support. Over the past five years the number of people accessing direct payments has increased.
5. Direct payments are the Government's preferred way of offering people personalised care and support, as they offer people high levels of flexibility, choice and control over the way in which their support needs are met.

6. In April 2018, the Department agreed the outcomes for and proposed approach to developing a plan to determine its future intentions towards direct payments.
7. The plan addresses the Department's strategic intentions, ambition and aspirations towards care and support delivered through direct payments, and the market within which they operate. The plan will be available to the public in order to influence the market and partner agencies to work in an aligned way.
8. The draft Direct Payments Development Plan has been developed alongside customers (service users, carers and service user representatives), providers (commissioned and personal assistants) and internal care pathway staff. It has a clear focus on ensuring delivery of statutory responsibilities, maximising independence, and improving systems and processes to support individuals, providers and staff.
9. Within the plan, high level actions have been identified to be taken forward by the Council upon implementation, which will result in continued improvements to the direct payment offer to the people of Leicestershire.

The Current Position

10. Leicestershire County Council's total expenditure on direct payments in 2017/18 was £36 million. Spend included the following categories of service or product:
 - social care providers (home care, day services and respite);
 - leisure (gyms, cinema, health centres) – to improve health and wellbeing;
 - tourist sites – to promote independence and address social isolation;
 - high street retailers and supermarkets – for example, for electrical goods to assist with everyday living.
11. In March 2018, 2,700 adult social care service users, carers and service user representatives in Leicestershire were receiving a direct payment, with 2,100 using a direct payment card account. This is equivalent to 54% of people accessing adult social care community services against a national average of 29%. This places the Authority as the third highest of 152 councils nationally for direct payment take-up performance.
12. Older people make up the majority of service users on a direct payment, with other support needs shown in the graph below:

**Direct payment service users
by primary care need**



Engagement

13. Engagement with external stakeholders, most importantly direct payment recipients, enabled the Department to determine and collate evidence around market capacity, needs, and potential gaps. In addition, providers' perceptions of direct payments were gathered, and their views in relation to their own business model.
14. Extensive engagement with internal stakeholders took place in order that adult social care staff could share their experiences of existing direct payment processes and how they might be further developed.
15. Customer feedback was essential to developing the plan, to ascertain any areas of improvement and general opinions about the service which people are receiving. A questionnaire was developed and sent to all current direct payment holders, with just under 900 responses received by telephone, paper or online. Overall 76% of respondents were satisfied and 6% were dissatisfied with their direct payment; the remainder were neither satisfied nor dissatisfied.
16. The majority of people that chose to have a direct payment stated that they did so in order that they could be in charge of their support and have flexibility in when and how support is provided.
17. Overall the feedback suggests that enhancements to Leicestershire's offer are to provide people with more support on setting up their direct payment account, and also information and advice on suitable direct payment expenditure.
18. The following questions have been determined within the plan:
 - Who are direct payments for?
 - What benefits should direct payments achieve for recipients, the County Council and providers?
 - How should the County Council shape the market?

Strategic Context

19. Through extensive engagement and analysis, the plan is future-proofed and evidence based. The direction fits with the Council's Strategic Plan, and is the right approach for Leicestershire businesses, service users, carers and employees of the authority. It is intended that the plan will enable the Council to:
 - establish the authority's vision for direct payments in adult social care for the next five years, until 2023;
 - identify the key drivers for promoting independence, utilising personal assets to their full potential, and embedding a progression model;
 - further embed the use of direct payments to support the Strategic Plan and Adult Social Care Strategy;

- be informed by engagement with service users, representatives, workers and providers.
20. During the period of this plan, it is hoped to continue the local integration of health and social care by developing integrated personal budgets in partnership with the local Clinical Commissioning Groups. An integrated personal budget includes funding from a local authority and the NHS for social care and health needs. They aim to put in place a seamless approach to care, so that people and their families have the same experience of care and support, regardless of whether their care is funded by the local authority or the NHS.

Leicestershire County Council's Intentions

21. The desired outcomes of the development plan for direct payments are as follows:
- ensuring sufficient supply of diverse, person-centred care and support;
 - capable providers;
 - a safe and sustainable market;
 - choice and control, and good service user outcomes;
 - improved market intelligence.

Development Plan Vision

22. In five years' time it is envisaged that the following conditions for direct payments will be sustained or developed in Leicestershire:
- providers will offer a choice of services that service users understand and purchase themselves through their direct payment;
 - providers will be stable and sustainable and working with the local authority to ensure services are available and affordable;
 - service users will be informed, aware and able to challenge practice. This includes quicker set up times for the establishment of the direct payment and to process any anomalies on the balance;
 - service users will be offered integrated personal budgets for social care and health needs.
23. Care pathway staff will continue to promote a direct payment and offer support to individuals so that they can confidently navigate through the system, thus enabling them to self-serve.

Resource Implications

24. The headline actions and commissioning activities to implement the plan, and its strategic objectives, are set out within the plan. To ensure sustainability, they will be carried out as part of 'business-as-usual' (ie through existing structures and the authority's ordinary business), with oversight from groups already set up within the authority. The Adults and Communities Departmental Management Team is the governing body of the plan and will have responsibility for the implementation of the vision and delivery of the aspirational outcomes.

25. In order to proceed at pace with implementation, a staff resource is essential to develop, drive and coordinate the internal activities. It is therefore recommended that a Direct Payments Development Manager post at an estimated grade 13 is established immediately. The cost of the role would be approximately £60,000 per annum, including on costs, and this will be met initially from improved Better Care Fund (iBCF) funding, and will be subject to a satisfactory 'invest-to-save' business case. Savings from efficiencies will be attributed to the work sufficient to cover the salary and on costs in the longer term.

Timetable for Decisions

26. Subject to any comments received from the Committee, the plan will begin during 2019, as indicated in the headline implementation plan set out in Appendix A.

Conclusion

27. The plan is future-proofed and evidence-based. It leads the authority on a strategic direction that fits with the Leicestershire County Council Strategic Plan, the Department's vision, and is right for Leicestershire service users, carers, provider businesses, and employees of the Department.
28. The Adults and Communities Overview and Scrutiny Committee is asked to discuss and comment on the plan.

Background Papers

- Report to Cabinet: 5 February 2016 – Adult Social Care Strategy 2016 – 2020 - <http://politics.leics.gov.uk/documents/g4599/Public%20reports%20pack%20Friday%2005-Feb-2016%2014.00%20Cabinet.pdf?T=10>

Circulation under the Local Issues Alert Procedure

29. None.

Equality and Human Rights Implications

30. The new plan will ensure that all individuals are effectively supported to access the support they need. The aim is to ensure that direct payments are accessible for all who are entitled to receive them.
31. An Equality and Human Rights Impact Assessment is attached as Appendix B. This is subject to review by the Departmental Equalities Group, and any amendments suggested by this Group will be reported at the meeting.

Other Relevant Impact Assessments

Partnership working

32. The requirement for partnership working with providers in order to develop the market is set out in the plan.

33. The plan also includes the desire to develop integrated personal budgets in partnership with the local Clinical Commissioning Groups.

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Appendices

Appendix A – Draft Direct Payments Development Plan 2018-2023
Appendix B – Equality and Human Rights Impact Assessment