

## SOUTH AYRSHIRE HEALTH AND SOCIAL CARE PARTNERSHIP

### SELF-DIRECTED SUPPORT IMPROVEMENT JUNE 2023 (Updated September 2023)

The following improvement plan will support the further development of Self-Directed Support processes within South Ayrshire Health and Social Care Partnership.

This updated plan is influenced by the recommendations resulting from the Care Inspectorate and Healthcare Improvement Scotland Joint Inspection of Adult Services (March 2023) across the partnership. The inspection found Self-directed Support to be embedded as an approach and recommended that the partnership should continue their monitoring and improvement of Self-directed Support processes.

In line with the National Self-Directed Support Improvement Plan 2023-2027 and the four outcome areas which were agreed based on consultation in development of the previous plan (The Change Map), four key areas where changes were required to take place in order to improve the application and processes of Self-directed Support were identified. These are:

1. Supported person and carer's choice and control.
2. Enhanced worker skills, practice and autonomy.
3. Systems and culture.
4. Leaders understand and help staff realise SDS principles and values.

Achievement of the high-level outcomes will in turn support the strategic objectives relating to Self-directed Support detailed in the South Ayrshire Health and Social Care Partnership Integration Joint Board Strategic Plan 2021-2031, particularly.

- Strategic objective 3 'We work together to give you the right care in the right place'. (Self-Directed Support)
- Strategic objective 5 'We are an ambitious and effective partnership' (Quality improvement and assurance)
- Strategic objective 6 'We make a positive impact beyond the services we deliver' (Outcomes based assessment and support)

The plan is further influenced by the values and principles of the South Ayrshire Wellbeing pledge, the aim of this being to empower our communities to start well, live well and age well. Achievement of the high-level outcomes will direct work within the parameters of this pledge.

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## SOUTH AYRSHIRE HEALTH AND SOCIAL CARE OUTCOMES

### CURRENT SELF-DIRECTED SUPPORT IMPROVEMENT ACTIVITIES

ACTIVITIES FOR IMPROVEMENT	SAHSCP ACTIONS	PROGRESS (BRAG)	LEAD OFFICER	LATEST UPDATE
Benchmarking other local authority areas sharing of solutions, tools and good practice.	SDS Lead officer has reached out to peers in East and North and the three have combined to create an Ayrshire SDS Leads group for networking, benchmarking, development and sharing of good practice.		SDS Lead  Ayrshire SDS Leads Group	Ayrshire SDS network – seeking input from East and North Ayrshire (especially from North with regards to the operational implementation of RAS and East for the development and launch of our new webpage).  New Ayrshire SDS Leads group created.
Develop an e-learning introduction to SDS module for COAST.	SDS Introductory module created by SDS Lead to cover the duties, values and principles of SDS and to ensure that all staff have a good general knowledge and awareness of how to promote and support service users curious about SDS.		SDS Lead Officer  Organisational Development Team	Module created and uploaded onto COAST by Organisational development. Now reviewed and is now live on COAST (as of 29/06/2023).
Create and promote a new public facing web page for SDS.	Update current web page to create a more interactive and user-friendly page in line with new corporate branding.		SDS Lead Officer  Planning and Performance (Communications)	Landing page for web site created. Information collated and sent back to Kirsty Pyper who will create the required linked pages in

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				line with the information collated. This is taking the for of interactive buttons with information, hyperlinks and SDS service users experience videos.
Design and disseminate new SDS leaflets.	New leaflets with up-to-date contact details to be created. Leaflets with mirror the webpage with the same branding and will be disseminated as required.		SDS Lead Officer Planning and Performance (Communications).	New leaflets to be created on completion of the web page. Leaflets will mirror the branding and information of the site with QR codes to scan for information.
Promote SDS to the wider public via SAHSCP social media pages (Facebook and Twitter).	Plan a cycle of SDS social media posts with Planning and Performance (communications).		SDS Lead Officer Planning and Performance (Communications).	Social media presence for SDS to be developed.
SAHSCP involvement in SDS national practice networks for the shared development of tools and practice in SDS.	SDS Lead officer involvement in national practice networks for shared development of tools and practice.		SDS Lead Officer Social Work Scotland SDS Practice Network SDS Community of Practice In Control Scotland Workstreams	Ongoing participation in the listed practice networks. This is generating shared practice, development ideas and good practice examples for adaptation.
SAHSCP key part of new pilot project 'Working Together for Change', facilitated by In Control Scotland and funded by Scottish Government.	Involvement in pan-Ayrshire collaboration of people who know best what needs to change in the delivery of social care through personal experience (service users, families, social work staff, service providers).		Ayrshire SDS Leads group (South, East and North SDS Leads) In Control Scotland (facilitator) AILN Community Brokerage Service providers (TBC)	Aim is to identify and facilitate change projects which will improve the way social care is delivered and experienced.
SDS System Review and develop of current SAHSCP processes for the planning	SDS System review of process.		TBC	

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of SDS, in particular, option 2 processes.				
Develop an e-learning practitioner level SDS training module on COAST.	SDS practitioner level training modules to be developed. These to include topics such as Equal conversations, outcomes and support planning.		SDS Lead Officer Organisational Development	Initial planning has commenced now that the introductory e-learning module has gone live on COAST.
Facilitate the creation of an SDS Champions Group for SAHSCP.	Identify key people to join the champions group who are best positioned to promote and support SDS values and principles and to share good practice and our own success stories.		TBC	

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# SCOTTISH GOVERNMENT SELF-DIRECTED SUPPORT IMPROVEMENT PLAN

## ACTIVITIES FOR IMPROVEMENT AND HOW THESE WILL BE ACTIONED IN SOUTH AYRSHIRE HEALTH AND SOCIAL CARE PARTNERSHIP

<b><u>NATIONAL OUTCOME AREA 1</u></b>				
<b>Supported person and carers' choice and control over their support</b>				
ACTIVITIES FOR IMPROVEMENT	SAHSCP ACTIONS	PROGRESS (BRAG)	LEAD OFFICER	LATEST UPDATE

<b><u>1.1 Access to SDS support, brokerage, advice, advocacy and tools.</u></b>				
<p><u>1.1.2</u> Provision of access to SDS advice, independent advocacy, brokerage and preventative support.</p>	<p>Pan-Ayrshire agreement in place with Ayrshire Independent Living Network (AILN), providing free guidance, advice and support for Options 1 and 2.</p>	<p>Ongoing commissioned service agreement in place.</p>	<p>Pan Ayrshire – Contract managed by NAHSCP</p> <p>Ayrshire SDS Leads group involvement.</p> <p>Julie Gerrard / Claire Jarman</p>	<p>Meeting organised with AILN to discuss barriers and progress.</p> <p>Information about SDS advice through commissioned service (AILN) added to new webpage and will also feature on leaflets.</p>
<p><u>1.1.4</u> Brokerage: continue to deliver the SQA award for brokerage, develop a National Brokerage Framework for Scotland. Support Practitioner understanding and knowledge of community brokerage and develop the</p>	<p>Cost to course circa £2000? Investigate benefits of this. Can the same benefits be sourced via other routes.</p>		<p>TBC</p>	

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approved Brokers Community of Practice.				
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<b>1.2 Improving the availability and flexibility of SDS options.</b>				
<b>1.2.1</b> Work to address key barriers to use of SDS Option 2 in Adults' and Children's services.	Investigate lengthy processes and extended paperwork linked to delays in provision of support.  Develop safe systems for e-signatures to prevent delays in providing care.  Authorisation for increased practitioner autonomy. Blanket budget ceiling for team leader approval?		Social Work Scotland Practice Network  SDS Lead Officer – Julie Gerrard  Ayrshire SDS Leads	SDS Lead part of Social Work Scotland National Workstream on Option 2- sharing solutions to address barriers (series of 5 sessions facilitated).  Ayrshire SDS leads group set up and running to share solutions and developments to address key issues.
<b>1.2.2</b> Support provider engagement with Option 2			Key providers, social work staff, senior management, finance  SDS Lead Officer	Working together for change pan Ayrshire project
<b>1.2.3</b> Develop and roll-out of tools and contractual models for Option 2 to increase workforce confidence and efficiency in offering it.	Develop better working processes for option 2. Support and participate in a review of process facilitated by In Control Scotland. Link in with EAHSCP current review.		SDS Lead Officer  In Control Scotland  Finance / Revenues and Benefits  Social Work teams	RAS: system review facilitated by In Control Scotland. Initial discussion held with regards to their facilitation due to colossal task. Links made with EAHSCP who are currently

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				<p>undergoing this review process.</p> <p>Ayrshire SDS leads group to support, share and develop tools and models.</p> <p>SDS Lead involvement with in the Social Work Scotland Workstreams 2 (Resources and Tools ), 3 (Self-evaluation and Improvement) and 6 (Budget approval processes- RAS or equivalent). Sessions progressing well and useful tools, information and solutions are being networked and shared.</p> <p>Practitioner toolkit – SDS Lead part of review group</p>
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<b>1.3 Increase public information about SDS and improve its reach.</b>				
<p><u>1.3.1</u> Promote SDS using agreed common language reflecting good practice, including through information sessions.</p>	<p>Develop a new, user friendly public facing webpage. Ensure that this includes key messages about SDS, FAQ and answers and links to supporting organisations.</p>		<p>SDS Lead – Julie Gerrard</p> <p>Planning and Performance Officer (Communications)</p>	<p>Landing page for new webpage created. Awaiting upload of information provided to comms team for the rest of the page.</p>

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	<p>Promote SDS through SAHSCP social media pages.</p> <p>Leaflets and related printed information, including Easy Read, to be developed alongside the webpage with SDS branding across both.</p>			<p>Request made to the comms team with regards to content and frequency of social media SDS posts.</p> <p>Initial enquiries made with regards to Easy read licence and supported use of this to create documents.</p> <p>Colour branding for SDS promotion highlighted for incorporation into webpage and related documents and leaflets.</p>
<p><u>1.3.2</u> Ensure SDS communications are in accessible formats. This includes communication about support planning and the promotion and signposting of appropriate tools and language services.</p>	<p>Development of Easy Read document formats.</p>		<p>SDS Lead – Julie Gerrard</p> <p>LD Service (license holder for Easy Read).</p> <p>Planning and Performance Officer (Communications)</p>	<p>Initial enquiries made with regards to Easy read licence and supported use of this to create documents.</p> <p>This will be on consideration of legal requirements with regards to capacity and with acknowledgement that overall responsibility of consent may lie with someone other than the service user (POA/Guardian). To support service user to be informed but not necessarily to the level of consent.</p>

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**1.4 Support Personal Assistant employers.**

<p><u>1.4.1</u> Maintain and develop the Personal Assistant Employer Handbook and related Personal Assistant Employer resources.</p>	<p>Promotion of the Personal Assistant Employed Handbook and resources via webpage and leaflets and also through good conversations when assessing care and planning support.</p> <p>Ensure highlighted documents remain the most up to date.</p>		<p>SDS Lead Officer</p> <p>Planning and Performance Officer (Communications)</p>	<p>Include links to these documents in the COAST e-learning module and on the SDS webpage.</p>
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**NATIONAL OUTCOME AREA 2**

**Enhanced worker skills, practice and autonomy**

ACTIVITIES FOR IMPROVEMENT	SAHSCP ACTIONS	PROGRESS (BRAG)	LEAD OFFICER	LATEST UPDATE
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**2.1 Improve SDS Practice Resources**

<p><u>2.1.1</u> Finalise, publish online and promote practitioner toolkit as a guide to SDS practice resources.</p>	<p>Monitor the progress of publication of this documentation and ensure that it is highlighted to staff – via SAHSCP communications and also</p>		<p>SDS Lead Officer</p>	<p>Involvement in national networks tasked with creating tool kit – Social Work Scotland Practice Network, SDS Community of Practice.</p>
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	used to update staff training- in particular practitioner level SDS training.			
2.1.2 Update and roll-out of practice guidance to support implementation consistent with the refreshed SDS statutory guidance and revised SDS Framework of Standards (See also theme 4.3).	<p>Communicate this information throughout relevant staff teams.</p> <p>Ensure information is tailored to role and at different levels according to involvement.</p> <p>Ensure all practitioners are</p>		<p>SDS Lead Officer</p> <p>Social Work teams</p> <p>Finance / Revenues and Benefits</p>	COAST e-learning module contains this information and is due to be rolled out live.

<b>2.2 Social work education and incorporation of practice development for SDS.</b>				
2.2.1 Ensure the principles of SDS are reflected in the emerging post-qualifying Advanced Practice Framework for Social Work, including describing the knowledge, competencies and skills required across the full breadth of social work roles (to be launched Sep 2024).	<p>Promote SDS learning within the SAHSCP student social work cohorts.</p> <p>Link in with Practice Development Officer (Social Work) to provide pan Ayrshire SDS intro sessions as part of induction.</p> <p>Also, investigate the possibilities of linking via Practice Development Officer (Social Work) with universities to provide further training and</p>		<p>SDS Lead Officer</p> <p>Practice Development Officer (Social Work)</p>	Initial discussion with Practice Development officer. To be further developed.

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	development within student bodies based on current levels of input.			
<u>2.2.2</u> Review of current SDS training at both local and national level, consistent with an alignment to the developing Advanced Practice Framework for Social Work.	As above. Link in with Practice Development Officer to create and facilitate SDS Workshops for social work student cohorts across Ayrshire.  Further develop SAHSCP SDS training to include both introductory training suitable for all relevant staff as well as a practitioner level training, both via COAST e-learning modules.		National Practice Networks  SDS Lead Officer  Social work teams  D/SMT support for mandatory role specific roll out	Involvement with national networking streams for national level training updates.  Benchmarking with East and North AHSCP via the newly created Ayrshire SDS Leads group. Introductory training completed and due to go live as a COAST e-module.  Introductory module complete and live

<b><u>NATIONAL OUTCOME AREA 3</u></b>				
<b>Systems and Culture</b>				
<b>ACTIVITIES FOR IMPROVEMENT</b>	<b>SAHSCP ACTIONS</b>	<b>PROGRESS (BRAG)</b>	<b>LEAD OFFICER</b>	<b>LATEST UPDATE</b>

<b><u>3.1</u> Improved involvement of supported people in planning.</b>				
<u>3.1.1</u> Review the involvement of supported people and carers in	TBC		TBC	Working together for change project

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planning and evaluating social care support services and make improvements where identified.				
3.1.2 Enabling flexible use of individual budgets in accordance with the supported person's choice, outcomes identified in their support plan and desired degree of control.	Progress work towards practitioner confidence in supporting the flexible use of SDS budgets.  Ensure that staff understand the requirements when using a budget and the rules safeguarding the use of this.			

<b>3.2 More ethical and equitable processes for commissioning, resource and budget allocation.</b>				
3.2.1 Develop and share good practice on commissioning for SDS, and ensure processes align with the most up-to-date guidance and principles.	Continue SDS Lead involvement in national SDS networks which are currently focussing on		National Practice Networks  SDS Lead Officer  Social Work Teams  Leaders  SDS Lead Moray HSCP	SDS Lead involvement with national networking streams which are currently focussing on good practice and commissioning.  SDS Lead focus on the promotion of guidance and principles. Highlighting that these have recently been updated and ensuring that all relevant staff (including frontline and senior management) complete the introductory training course. This will start the process

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				<p>and support the required culture change to ensure SAHSCP truly embrace the principles and values of SDS.</p> <p>Ongoing discussions with Moray HSCP regarding their Self-Directed Support Enablers Project within day opportunities as a means of bridging the commissioning gap. Investigation into how this could be adapted for SAHSCP.</p>
<p><u>3.2.2</u> Work to further develop the flexible use of budgets for short breaks for carers, for example promoting examples where positive outcomes have been achieved, and sharing learning about the flexible use of SDS budgets.</p>	<p>Creation/ adaptation of innovative projects which capture the flexibility of budgets and provide the best possible solutions for service users and their families.</p>			<p>SDS Lead involvement in the In Control Scotland 'Good Practice in Option 3' project (seeking to gather and share information on innovative use of flexible budgets under option 3).</p> <p>Flexible service pilot for in house services to be discussed. Consider Moray HSCP example/ Perth HSCP and how this could be adapted.</p> <p>Collation and sharing of real examples of flexibility, how this was achieved and the</p>

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				outcomes this has given to service users.
<u>3.2.3</u> Supporting local review, good practice and improvement of Resource Allocation Systems, for example, testing of calculation methodology, and sharing learning and good practice more widely.	Conduct a review of system facilitated by In Control Scotland.			Progression towards culture change and increase of SDS knowledge and understanding required firstly.  Involvement in national Social Work Scotland Improvement network workstreams

<b>3.3 Improving referral pathways.</b>				
<u>3.3.1</u> Work to improve referral pathways by embedding choice and control early in the hospital discharge process, including linking to community-based initiatives and support to facilitate early intervention.	Develop processes and pathways within the Racecourse Road facility			Initial discussions and meeting held with Racecourse Road Unit.  Training to be completed by staff within the team. This will be easier facilitated vis the COAST e-module.

<b>3.4 Effectively mainstreaming SDS principles into relevant policies.</b>				
<u>3.4.1</u> Ensure that SDS is embedded into key national priorities including NCS, the Promise, Dementia Strategy, Ethical Commissioning and	SAHSCP improvement projects focussed embedding SDS principles and values into practice.		TBC	Key individuals identified to take part in each project.

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GIRFE themes as they develop, drawing on stakeholder evidence and expertise.				
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<b>NATIONAL OUTCOME AREA 4</b>				
<b>Leaders understand and help staff realise SDS principles and values</b>				
ACTIVITIES FOR IMPROVEMENT	SAHSCP ACTIONS	PROGRESS (BRAG)	LEAD OFFICER	LATEST UPDATE

<b>4.1 Supporting local authorities to ensure principles of SDS are incorporated into local planning systems.</b>				
4.1.1 SAHSCP to embed SDS within relevant local policies and plans reflecting SDS as the way social care support should be delivered, including access to peer support to share learning.	Development of culture change to progress thinking around SDS and to embrace this into everyday practice for all relevant staff.		All SAHSCP staff and leaders	This includes frontline/carer staff who have good relationships and daily contact with potential and current SDS users and so can offer initial point of contact/direction for further advice.
4.1.2 Support SAHSCP leaders to innovate, embed, implement and sustain good practice to ensure that all care groups have access to SDS, incorporating good practice on self-evaluation and evidence on where challenges and opportunities exist.	Development of culture change to progress thinking around SDS and to embrace this into everyday practice for all relevant staff.  Promotion of the SDS Framework of Standards and SDS Practice Guidance.		SAHSCP Leaders  SDS Lead Officer  All SAHSCP staff	Phased improvement plan highlights and prioritises improvement activity.

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**4.2 Improved data and reporting on information, choice and quality of options to aid planning.**

<p>4.2.1 Improve data-gathering approaches to better determine extent that individuals are accessing their preferred option and their personal outcomes are being met.</p>	<p>Established baseline on current SDS users for each of the options.</p>			<p>Baseline of current service users by SDS option established using Care First data May 2023.</p> <p>Revisit of data at regular interval (every 3 months) to allow trends of uptake to be identified and followed.</p>
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**4.3 Ensuring leaders are supported through access to shared good practice.**

<p>4.3.1 Promote the SDS Standards. The refresh will use the principles of Equalities Impact Assessment, Fairer Scotland Action Plan and Islands Community Impact Assessment to ensure that they cover all equality groups, care groups including informal carers, islands and diverse geographies.</p>	<p>Promote the SDS Framework of Standards through online training.</p> <p>Develop this within practitioner level training once the introductory module has gone live.</p>			<p>Promotion of standards through training and awareness.</p>
<p>4.3.2 Continue to support local areas to embed the 12 Standards. Where relevant and appropriate, support</p>	<p>Promote the SDS Framework of Standards through online training.</p>			

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<p>local authority implementation of SDS Framework of Standards in three priority areas:</p> <p><i>4.3.2.1 Standard 3: Relationship-and strengths-and asset-based approaches across care groups and across all SDS options.</i></p> <p><i>4.3.2.2 Standard 8: Worker Autonomy (particularly in assessment, support planning and determining personal budgets).</i></p> <p><i>4.3.2.3 Standard 12: Access to Budgets and Flexibility of Spend (including improving processes and approaches to approving personal budgets).</i></p>	<p>Develop this within practitioner level training once the introductory module has gone live.</p> <p>Development of systems and processes that better align with the standards and legislation, in particular option 2 processes.</p>			
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