

**Name of meeting:** Health & Social Care Scrutiny Panel

**Date:** 7 March, 2017

**Title of report:** Update on 'Review of Direct Payments'

<b>Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?</b>	n/a
<b>Is it in the <a href="#">Council's Forward Plan</a>?</b>	n/a
<b>Is it eligible for "call in" by <a href="#">Scrutiny</a>?</b>	n/a
<b>Date signed off by <u>Director</u> &amp; name</b>	Richard Parry, Director for Commissioning, Public Health & Adult Social Care
<b>Is it signed off by the Director of Resources?</b>	n/a
<b>Is it signed off by the Assistant Director - Legal &amp; Governance?</b>	n/a
<b>Cabinet member <a href="#">portfolio</a></b>	Prevention, Early Intervention and Vulnerable Adults

**Electoral [wards](#) affected:** All

**Ward councillors consulted:** None

**Public or private:** Public

## 1. Purpose of report

1.1. This report is to provide Scrutiny with an update on the Direct Payments Project, the aim of which was to review the whole system and processes in place and redesign them to ensure they are fit for purpose, efficient and in line with new council approaches.

## 2. Key points

2.1 The decision to take a whole system approach to this project arose as a result of issues identified with the financial processes, particularly around clawing back unspent direct payment monies along with other issues identified within Adults services as a whole, such as an inconsistent approach and areas of duplication.

Rather than address the issues in isolation within individual service areas it was agreed a whole system redesign was required. A project team was therefore established to progress the work and a detailed action plan was developed using a 'systems thinking' approach.

2.2. The following briefly summarises the work undertaken from the onset of the project in August 2016 to date.

#### August to October 2016

- A procedure was implemented to monitor and actively pursue surplus/unspent Direct payments – (clawbacks)
- The existing Pathway was mapped to show the 'set up' processes for new Direct Payment customers from start to finish with a view to refining this as the project progressed.
- Consultation workshops were held with social care professionals from across Adults, Learning Disability and Mental Health
- The existing Pre-payment card material and public information was collated and a new leaflet was designed as part of a promotional exercise

The above actions enabled the whole of the Direct Payment offer and service to be evaluated prior to implementing the systems thinking redesign

#### November/December 2016

- Training sessions held relating to pre-payment cards for 100+ social workers
- Leaflets and accompanying letter sent to 130 users to promote the uptake of a pre payment card
- Draft procedures were introduced for dealing with users who do not send in monitoring information
- As a result of a high decline rate post financial assessment the services experimented with putting new customers through a new pathway which had the financial assessment earlier in the process. The aim of this was to avoid or reduce unnecessary 'waste' work.
- A reviewing 'checklist' and associated procedures were devised to support staff in their role
- A new referral form was drafted for the Direct Payments team to provide more detailed information for users they suspect of misusing their Direct Payment through the monitoring.
- Three task and finish groups were established to focus on redesigning the system and processes of New cases, Misuse and Reviews with regular follow up days to ensure the whole system was connected

#### January/February 2017

- A specific pilot was undertaken in LD team looking at reviews – linking with CFA to obtain information relating to misuse and clawbacks
- A task and finish group was established to look at developing a new policy, staff procedures and guidelines, along with improved customer/public information on the use of Direct payments.

### **3. Implications for the Council**

- 3.1 The council is facing increasing costs and demand for care and therefore it is critical that we ensure the funding we have is spent on Direct Payments appropriately and that we have robust monitoring and management systems in place.

### **4 Consultees and their opinions**

- 4.1 Communication and engagement with staff has been ongoing throughout the project and in order to ensure this remains effective a communication and engagement plan will be developed as part of the implementation phase.
- 4.2 A newsletter is being developed to send to users to inform them of the recent changes to Employment Law, changes to Pensions and to seek their feedback on their experience.

### **5. Next steps**

- 5.1 Systems Thinking has now drawn to a natural close but the following areas of work are still ongoing:
- Policy development and associated procedures, including the user agreement. It is anticipated the Task & Finish Group will have concluded this work by the new financial year
  - Roll out of 'meaningful' reviews taking into account a checklist of information prior to a review. It is expected that this will be implemented throughout March, becoming fully embedded practice by May 2017
  - The service is aiming at moving all existing users who have a high street account onto a prepaid card, with the option of 'opting out' to ensure we are Care Act compliant. This proposal will be going to DMT on 6<sup>th</sup> March 2017.
  - Procedures are to be put in place for monitoring and handling misuse and a referral form is being created on the IT system care first. This will align with the procedures & policy work.
  - Further training and new procedures are to be developed to enable the service to undertake more effective support planning and identification of indicative and actual budget spend.
  - Ensure the process for a new Direct Payment 'set up' is finalised and embedded, including issuing staff guidance
  - Improve engagement and involvement from Mental Health services

The service is now aiming to incorporate the final elements of the Direct payment pathway work, including the financial assessment process, into the wider Adults Social care pathway redesign work.

**6. Officer recommendations and reasons**

- 6.1 That Scrutiny Panel note this report for information and support the department's approach to redesigning the Direct Payment pathway & associated processes

**7. Cabinet portfolio holder recommendation**

Not applicable

**8. Contact officer and relevant papers**

Debra Mallinson, Head of social Care and Community Health Partnership

[debra.mallinson@kirklees.gov.uk](mailto:debra.mallinson@kirklees.gov.uk)

**9. Assistant director responsible**

Amanda Evans, Assistant Director for Adult Social Care