



Direct Payments for the future

The good, the bad and the
obvious, but quite hard to do



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Sheffield City Council

City Council

Ever felt....?



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Direct Payments Improvement Programme

Steering Group,
now Personalisation Board

Strategy &
Policy

Systems &
Process

Market
Shaping

Money
Management

Direct
Payment
Audit Review

Direct
Payments
Support

Support
Planning

Calculating
the budget

Setting out our
vision, our
offer and
commitment

Devising
system
changes and
improvements,
simplifying
processes and
creating
procedures

Developing a
market for
people
directing their
own support,
promote a PA
workforce,
introduce
micro-
providers,
create
Individual
Service Funds,
Define quality

Review the
Recognised
Provider List,
develop new
standards,
build
relationships,
create other
options for
people, and
rebalance
option

Build
relationships,
reduce
bureaucracy,
simplify
process,
remove the
stress

Improve
support for
new people or
those having
issues, reduce
burden level
on social work
staff, design
training,
improve
practice,
create
procedures
and improve
information
resources

Develop
support
planning
models, focus
on strengths,
based on
outcomes,
using an
indicative
budget

Create a
calculation
tool, test and
create
mechanism for
calculating an
upfront budget

Built on: Togetherness, Trust, Transparency, Simplicity

Better Direct Payments: from insight to action

INFLUENCING THE SUCCESS OF DIRECT PAYMENTS

1

Commit to long-term strategic leadership to improve direct payments

2

Acknowledge direct payments can work for all

3

Listen to people through the assessment and planning process

4

Recognise the vital role of social workers and practitioners

5

Provide good support, information and regular training for practitioners

6

Share clear expectations on purpose and use of a direct payment

7

Develop people with the right mix of skills and values in support services

8

Encourage peer support

9

Offer practical support to personal assistants and people with direct payments

10

Use technology where it can help people

11

Shape the market through commissioning

12

Promote alternative and innovative models of personalised support

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Foundations - ownership

1

Commit to long-term strategic leadership to improve direct payments

2

Acknowledge direct payments can work for all

6

Share clear expectations on purpose and use of a direct payment

What was put in place

Benefit

Coproduction – scope of influence

- Commitment of working with people and clear where decisions fell.
- Engagement exercise to get people involved.
- Funding to local ULO to support activity.
- Range of options to be involved.

Personalisation Board

- Brings together people, SCC Adults & Children's Services and ICB.
- Collective decision making and governance.

Direct Payment Vision

- Clear coproduced vision of what we all wanted.
- Joint public commitment
- Started building trust
- Quick win

Personalisation & Direct Payment Strategy

- Public commitment linked Social Care & City strategies
- Got Council Members on board – helps momentum & pledges time and resource to longer-term initiatives
- Keeps it on agenda (regular AHSC Committee)

Policy: statement of intent

- Clear, transparent statement on Sheffield approach.
- Clarity on parameters of use.
- Improved customer experience.
- Build confidence in Direct Payments system

Market Shaping

10
Use technology where it can help people

11
Shape the market through commissioning

What to put in place	Benefit
Market shaping	<ul style="list-style-type: none"> • Real alternatives to 'traditional' services and providers. • Prevent smaller local providers from exiting market • Create Micro-providers within communities.
Promote and recognise the PA workforce (Incentives & Benefits)	<ul style="list-style-type: none"> • #PersonalAssistantandProud campaign • Generates new workforce. • Encourage more people to employ PAs. • Builds economy.
PA Rates Decision Making Tool	<ul style="list-style-type: none"> • Equitable, transparent decision-making. • Fair rates of pay. • Puts PA employers in control.
Updated the PA Register	<ul style="list-style-type: none"> • Tool for recruitment. • Platform to send prospective PAs to. • Allows diversity of recruitment.
PA Workforce Summit	<ul style="list-style-type: none"> • Joint ownership of PA recruitment issues to tackle together across region.
PA Champion role	<ul style="list-style-type: none"> • Promote the PA role. • Engage education facilities to promote role. • Develop support networks for existing PAs.
Develop Individual Service Funds Pilot	<ul style="list-style-type: none"> • Alternative flexible option from Direct Payments. • Relieves pressure from inauthentic Direct Payments and spot purchasing arrangements
Rebuild Money Management Offer	<ul style="list-style-type: none"> • Increases options to manage own Direct Payment. • Reduce reliance and financial pressure.

Support, advice and training

4

Recognise the vital role of social workers and practitioners

5

Provide good support, information and regular training for practitioners

7

Develop people with the right mix of skills and values in support services

8

Encourage peer support

9

Offer practical support to personal assistants and people with direct payments

What to put in place	Benefit
Invest in the workforce	<ul style="list-style-type: none"> • They feel heard. • Refocused back to social work activity. • Direct Payment Calculator simplifies and gives accuracy. • Re-engineered training options.
Unified Direct Payment teams and functions to a dedicated Direct Payment Advice team	<ul style="list-style-type: none"> • Refocus of expertise. • Builds greater capacity in social care functions. • Improved customer experience. • Front-loaded proactive support. • Improved data integrity.
Updated procedures, guidance and factsheets	<ul style="list-style-type: none"> • Straight-forward information that's co-designed. • Stored on website for transparency. • Links back to legislative requirements • More consistent improved practice.
Tackling the hard stuff – people not following the rules, debts due to non-payment of contribution and exceptional circumstances for PAs	<ul style="list-style-type: none"> • Transparency and shared decision-making through Complex Direct Payments Forum • Builds trust and sense of fairness • More trusted system. • Builds confidence.
Direct Payments Support Service moving in-house	<ul style="list-style-type: none"> • Appropriate support for individuals. • Seamless hand-offs for targeted support and advice • Reduced burden on social care staff to 'manage' Direct Payments. • Introducing peer coaching and mentoring.

Support Planning – back to basics

3

Listen to people through the assessment and planning process

12

Promote alternative and innovative models of personalised support

What to put in place	Benefit
'Direct Payments First' model	<ul style="list-style-type: none"> • Ensure compliance with legislation. • Enables everyone to take control, have autonomy and flexible support. • Trained confident staff
Review support planning model, resources and tools	<ul style="list-style-type: none"> • Refocus planning to outcome focused • Plan differently for creative lower cost support • Enable people to use Direct Payments as intended
Support planning pilot with Pathway to Adults and Direct Payment Review teams	<ul style="list-style-type: none"> • Good outcome focused, strengths-based plans in place to take though adulthood. • Testing with targeted groups for learning
Dedicated Direct Payment Review team	<ul style="list-style-type: none"> • Dedicated team to tackle high-cost covid changes to align to pre-pandemic costs • Savings of £1.2m • To test, learn and shape new practices before cross-service roll-out • Act as 'Direct Payment buddies' to existing staff
Build Indicative and Personal Budget calculations (possible RAS)	<ul style="list-style-type: none"> • Care Act compliance. • More accurate budget forecasting. • Transparency of budget allocation

Take-aways



Personalised support is the right thing to do



We can offer choice, flexibility, autonomy starting now – the law is there!



Direct Payments are here to stay so we might as well invest and get them to work in the best way for everyone



Do it together and get the buy-in from the start



Have a dedicated person to lead

Time for questions...

