



Purpose and Strategy April 2018 to March 2021

Charity number: SC039587

Company number: SC371469

Norton Park, 57 Albion Road, Edinburgh, EH7 5QY

www.sdsscotland.org.uk

Self Directed Support Scotland

Strategy 2018-21: Purpose

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Purpose

Self Directed Support Scotland (SDSS) is a national membership organisation which actively promotes Independent Living by supporting, working with and championing the aims of Self Directed Support¹ disabled people's organisations.

Our purpose is:

To promote Independent Living in Scotland by ensuring high quality, local, independent support on Self Directed Support (SDS) is available to all.

Independent living means all disabled people having the same freedom, choice, dignity and control as other citizens at home, at work and in the community. It does not necessarily mean living by yourself or fending for yourself. It means rights to practical assistance and support to participate in society and live an ordinary life.
[ILiS]

Self Directed Support Scotland is a Scottish Charity and Company Limited by Guarantee – registered in Scotland, and is governed by its Articles of Association.

SDSS is a membership organisation, with 15 Full member organisations and 18 associate member organisations, and is governed by a volunteer Management Committee of seven people, representing six Full members and one Associate member. They make a significant contribution to SDSS in terms of guidance, strategic planning and development, as they are the highest governing level of the organisation. These volunteers also have a

¹ **Self Directed Support** (SDS) in Scotland is part of the mainstream of social care delivery, targeted at empowering people. It is part of creating a healthier nation with stronger and safer communities and is key to achieving a fairer and wealthier Scotland. It puts the principles of *independent living* into practice and enables people to be active citizens in their communities.

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very important role representing SDSS as well as promoting SDSS ethos, values and messages to a wider audience including local authorities and Scottish Government. They bring the valuable experience of working in their supporting organisations with disabled people, and their awareness of the issues, risks and opportunities at ground level, to SDSS. Their efforts complement those of the staff team in working towards SDSS' aims and objectives.

Objectives and Activities

The organisation's objects are:

- to promote the social model of disability and the philosophy of the Independent Living Movement throughout Scotland;
- to provide a forum for member organisations to work together and share ideas, experience, and information;
- to research best practice and identify examples of good practice in Self Directed Support and to report on these to member organisations and others;
- to provide a national campaigning voice for member organisations
- to provide support to existing and evolving member organisations; and
- to provide training for member organisations, staff and others.

Self Directed Support Scotland (SDSS) services produce and provide:

- resources for organisations that promote, develop services around and help implement Self Directed Support, such as training tools;
- signposting and information;
- supporting members in engaging with local SDS implementation;
- training and peer support for member organisations;
- information to local SDS organisations and local authorities, including regular e-bulletins and sharing of good practice case studies;
- training for health and local authorities; and
- training and presentations on SDS to other agencies, bodies and organisations such as third sector organisations.

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Our Values:

Independence, diversity, peer support, equality, independent living, the social model of disability, collective voice.

Context

Self Directed Support (SDS) in Scotland

Self Directed Support (SDS) in Scotland is part of the mainstream of social care delivery, targeted at empowering people. It is part of creating a healthier nation with stronger and safer communities and is key to achieving a fairer and wealthier Scotland. It puts the principles of Independent Living into practice and enables people to be active citizens in their communities. Like the social model of disability, it is about reducing or removing the physical, organisational or attitudinal barriers that people may experience in the world around them. It is about flexibility, choice and control and having a decent quality of life. It is ultimately about promoting confidence and wellbeing for those with an assessed need.

*The **Social Model** of disability says that disability is caused by the way society is organised, rather than by a person's impairment. It looks at ways of removing barriers that restrict life choices for disabled people.*

Since the **Social Care (Self-directed Support) (Scotland) Act** came in to force in 2014, local authorities have had a legal duty to offer people who are eligible for social care four options about how their care and support is delivered. Local authorities must also ensure they have access to support to help them

make informed choices. This is where SDS Members, who provide independent information and support around SDS, are crucial.

As part of the national SDS Strategy, SDSS worked with other key stakeholders to develop the SDS Implementation Plan 2016-2018 [www.gov.scot/Resource/0051/00510921.pdf]. SDSS is committed to continuing to work together with others in the delivery of this plan as a whole. Of the four strategic outcomes set out in the plan, however, the most relevant for SDSS is:

- **Supported people have more choice and control**

Citizens are engaged, informed, included and empowered to make choices about their support. They are treated with dignity and respect and their contribution is valued.

There are a number of specific commitments for SDSS as part of the plan, as follows:

- **SDSS will support more user-led disabled people's organisations to build their capacity and standing within the localities they operate.**
- **Scottish Government and SDSS will lead a national communication group to promote a clearer, shared understanding of Self-directed Support across Scotland.**
- **SDSS will carry out a survey of service users experience of Self-directed Support every two years**

And we have built these commitments into this strategy document in our more detailed plans [Appendix 1].

Over the past three years (2015 – 2018), SDSS has received funding from the Scottish Government through Section 10 and the Support in the Right Direction (SIRD) fund and has worked to the following outcomes:

Section 10 Outcomes 2015-18:	
1	Self Directed Support Disabled People's Organisations (SDS DPOs) are recognised and valued by SDS stakeholders (disabled people, local authorities and health boards, Scottish Government, service providers, carers' organisations) which call on their unique knowledge and expertise to progress their SDS plans.
2	SDSS has the capacity to support the implementation of the SDS national strategy and to engage with or challenge local authorities and work constructively and in co-production with them by contributing to their SDS strategies and/or personalisation plans
3	Other SDS stakeholders (national organisations and networks, social care providers and other statutory agencies) have the knowledge to challenge in their own organisation the policies and practice which inhibits/undermine their ability to provide effective and quality support (in line with SDS) and to have the ability to influence positively the development of SDS in their area.
SIRD Outcomes 2015-18:	
1	Disabled people and individuals in receipt of care/support have access to a number of new, or better developed, support services established in co-production between them and their Local Authorities through intensive support from SDSS in a number of Local Authority areas.
2	With the support of SDSS, and the experience of peer organisations, disabled people and individuals in receipt of care/support, from areas where independent support is limited, have established effective and active multi-agency networks or partnerships to enable the creation of support models better adapted to their needs and aspirations.
3	With the support of SDSS, existing SDS DPOs and peer support organisations are better equipped to deliver accurate information and support at a local level in a timely and accessible manner.

To find out more about our recent work, you can view our latest annual report and accounts, for year ending 31st March 2017, online [<http://www.sdsscotland.org.uk/wp-content/uploads/2017/10/SDSS-Accounts-Mar-31-2017-signed.pdf>]

Audit Scotland Self-directed support 2017 Progress Report

During this period, Audit Scotland prepared the Self-directed support 2017 Progress Report [<http://www.audit-scotland.gov.uk/report/self-directed-support-2017-progress-report>] which made a number of recommendations on the implementation of SDS. Particularly relevant to SDSS and our members were recommendations that in all areas locally (Directing your own support, Assessing needs and planning support, Commissioning for SDS),

authorities should work with service users, among others, to inform and improve their approaches, and that at national level there should be a review of independent information, advice and advocacy for SDS, involving service users and key partners.

This review will be crucial in identifying the need for, and value of, independent support for SDS in supporting individual's to have the choice and control envisaged by the overall SDS Strategy. The 2017 Progress Report identified a number of issues, including that:

'People using social care services and their carers need better information and help to understand SDS and make their choices'

and this is a clear area where SDSS' members have a role to play.

What our members say

As part of our annual membership renewals for 2017, SDSS asked our members what support they value from us, and what they would like from us in the future. Key themes that arose from this feedback in terms of challenges for members in the context they are working in were:

- **Funding:** supporting people with very limited packages that allow little room for flexibility or to meet needs and very limited preventative spend options
- **Organisational capacity:** both in the short term and for sustainability over the long term
- **Policy versus practice:** issues around communication, information, understanding, consistency were all highlighted here
- **Relationships:** difficulties building or maintaining relationships (including due to staff turnover) with those responsible for SDS implementation and the impact this had on the ability to influence
- **Lack of choice**
- **Timescales around setting up packages**

Feedback from members about the support they most valued from SDSS showed that members particularly welcomed:

- **Capacity building of groups** [‘the support Mark has given to our forum has been essential in helping it move forward from what was feeling like ‘friends reunited’ for SiRD and innovation funded projects, to an action focused group of like minded people.’, ‘worked with us to develop our group’s knowledge and understanding of SDS’]
- **Information, being kept up to date, advice, support, resolving issues around SDS and SDS good practice** [‘We can always rely on quick and specific responses; including in depth insight into our client’s rights and responsibilities.’]
- **Representation of user-led organisations:** their views, needs and priorities, at local and national level, including support to develop relationships with and challenge local authorities / health and social

care partnerships [‘I could not have asked some of the questions Mark has been able to ask of our local HSCP’]

- **Sharing good practice**, including with SG and LAs / HSCPs
- **Networking opportunities**
- **Training:** in particular the communications training we offered

Looking to the future, members told us what support they would like and this can be grouped into the following themes:

- **Staying up to date on SDS and related policy areas** [‘Up to date information on what is happening’, ‘greater insight and awareness into the ongoing development of SDS to share with our members and wider public through access to research, experience, events and involvement’, ‘Keep abreast of pertinent changes, stories, training opportunities’, ‘Up to date, relevant information’]
- **Collective voice** [‘More powerful collective voice as key stakeholders in successful implementation of SDS as a key to IL’, ‘Opportunities to have our voice heard’, ‘For our local experience and knowledge to influence national policy through our support with SDSS.’]
- **Sharing good practice and challenging bad** [‘support and guidance’, ‘Support in challenging various professionals, LAs etc. when necessary.’, ‘unique bits of good practice, what is working well and what we may try here that is working well elsewhere.’, ‘Back up when challenging LA or SG’]
- **Networking and Organisational Peer Support** [‘Development of effective networks’, ‘Networking and learning from others’, ‘Initiate DPOs network events about shared practice’, ‘Peer support from and to similar organisations to ensure that ultimately it is the supported person that benefits from our collective activities’]
- **General support** [‘Help when we need it’, ‘Empowerment’, ‘Continued support at the other end of a phone or email’, ‘Support to help us carry out our work’, ‘Help to keep us motivated, focussed on our goals and valued’]

SDS Scotland Outcomes 2018-21

Based on this engagement with our members, and our own analysis of our strengths, recent past performance and the current SDS landscape (SWOT analysis), SDSS has identified the following Outcomes for the next three years:

Outcome 1: Local SDS independent support organisations are better able to influence change positively

Indicators

- SDSS members are seen as experts by local SDS policy makers
- Members are invited to meetings to develop local SDS approaches
- Members feel comfortable contributing to meetings to develop local SDS approaches
- Members know who makes decisions locally about SDS
- Members have been listened to; they have examples of policy makers adopting their messages

Outcome 2: Local and national decision makers better understand and actively value independent support to embed SDS and Independent Living

Indicators

- Policy makers see SDSS and SDSS' Members as a partner with something to offer
- Policy makers understand better 'what works'
- Policy makers ensure policy and practice are more connected
- Independent Support features more prominently in local commissioning plans for SDS
- Policy makers make more participatory policy making processes

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Outcome 3: Independent Support services are sustained to deliver higher quality information and support and are recognised as doing so (by users and funders)

Indicators

- People accessing SDS use SDSS Members throughout their SDS journey (People know how to contact their local SDSS Member)
- SDSS members receive more referrals and enquiries
- SDSS members receive referrals from a wider range of sources, including both adult and children's Social Workers / LAs
- More provision of accurate information for those not eligible for social care support
- SDSS Members understand, recognise and meet Quality Standards for Independent Support (coproduced with them)

Outcome 4: More people feel empowered and supported to develop local independent support

Indicators

- More people develop local SDS forums or support organisations with support from SDSS
- SDSS Membership increases
- More people get involved in the work of their local SDS forum or support organisation
- The diversity of people involved in SDS independent support increases

We believe that as well as fitting with the SDS Strategy, the current SDS National Implementation plan and responding to key issues in the Audit Scotland SDS 2017 Progress Report, working to the above Outcomes also contributes to a number of Scottish Government National Outcomes. As an

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approach to support for people at all stages of life, SDS, and therefore the work of SDSS, will potentially contribute to progress towards a large number of the National Outcomes. However, links can most clearly be seen to the following National Outcomes:

Outcome 7: We have tackled the significant inequalities in Scottish society.

Outcome 15: Our people are able to maintain their independence as they get older and are able to access appropriate support when they need it.

Outcome 16: Our public services are high quality, continually improving, efficient and responsive to local people's needs.

Key Approaches and Activities

We have identified the following key approaches and activities to deliver our 2018-21 outcomes:

- **Survey:**

SDSS is committed to undertaking further research into service users' experiences of SDS, building on our pilot work on this area in 2016. We will build on this local approach, working with local authorities to use the survey and research as a tool for improvement, combined with the Quality Standards work where necessary and appropriate.

- **Quality Standards:**

SDSS will develop, test and produce Quality Standards for SDS information and support providers, based on standards work carried out by the SDS Capacity Building and Support Organisations Subgroup (2013/14), learning from other models within the sector (including SIAA Principles and Standards and the 2009 Scottish National Standards for Information and Advice Providers) and in consultation with our members and wider SDS information and support organisations. The aspiration is to produce something that

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understands and works with what else is out there (passporting), and goes beyond a tick box exercise, focussing on improving practice and building confidence (both for the public and funders) in SDS information and support organisations. The Quality Standards will work for the diverse range of organisations within the SDS information and support context, so can include, for example, key values that DPOs will have, at the same time as being flexible so that non DPOs can also use them (optional standards). The standards will fit the whole of an organisation, rather than being something organisations see as only applying to one or more part(s) of their service but will be built flexibly, reflecting that almost every SDS information and support organisation has a slightly different make up.

- **Member support services:**

SDSS' offer to members is one of completely tailored support, understanding our members are all at different stages of development and operating in very different local contexts. Ongoing member support will include a focus on developing local fora to work with but distinctly to support organisations raising local issues (Borders model) – linking with research results, Quality Standards work, Option 2 development work, and an ongoing training programme to meet their needs.

- **SDS info:**

SDSS will continue to maintain our SDS info searchable database, incorporating this into our main website and updating it on an annual basis, including ensuring all relevant organisations are included on the system and offering a service to members to ensure they are also registered with any other relevant databases. In addition, we will continue to work to promote SDS in general, particularly the values and principles behind it, and its links to the Independent Living Movement and the Social Model of Disability.

- **SDS national implementation:**

SDSS will continue to work with the Scottish Government and other key partners and stakeholders to drive forward the successful delivery of SDS across Scotland.

- **SDSS sustainability:**

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During the early period of our Strategy, SDSS will develop a fundraising strategy to support our work. This fundraising strategy will focus on ensuring the organisation has the resource to deliver on our current strategy with the longer term aim of improving future sustainability of the organisation. There will be a particular focus on diversification of funding streams.

Appendices

Implementation Plan 2018-19

Organisation Chart

Budget

SDSS 2017 Membership Renewals (Summary)

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