

Putting People First in West Berkshire

2011 - 2012 Refresh

Adult Social Care Strategy



Transforming adult social care

This refresh statement will clarify how West Berkshire Council intends to respond to national direction and local issues during 2011 / 12 to continue to deliver transformational change to adult social care services.

1. Introduction – Strategy update

Putting People First in West Berkshire, our strategy for adult social care, 2008 – 2011 was about transforming our services to;

- ★ Provide health and social care support which promotes the recovery, independence, inclusion, health and well-being of all people
- ★ Ensure people have the opportunity to exercise choice and control, developing their own solutions and support to shape their lives and the services they require;
- ★ Ensure that the services we provide are of high quality and ensure personal safety

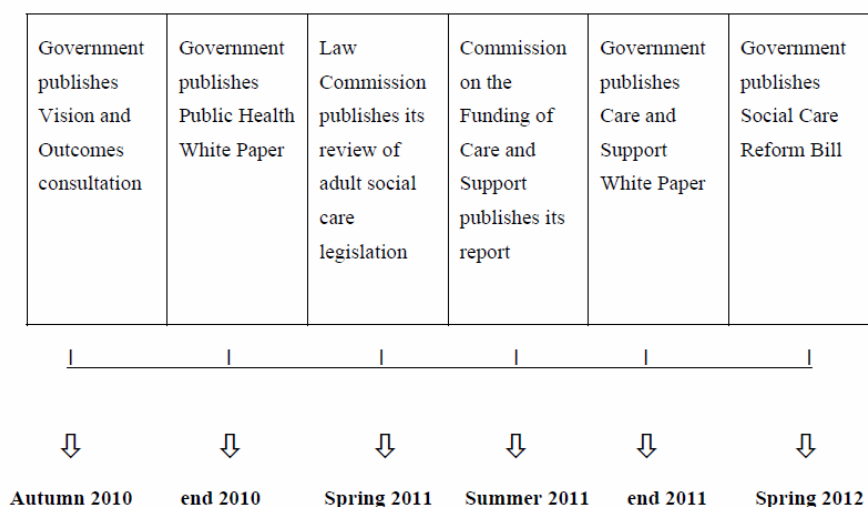
Our local strategy reflected the national policy expressed in the previous government's White Paper 'Our Health, Our Care, Our Say: a new direction for Community Services' (DH 2006), and confirmed how we would work to transform Adult Social Care in line with the government concordat ['Putting People First 2007'](#).

The transformation of adult social care has required major changes for users, carers, providers and the Council. We have taken significant steps in redesigning the way that we provide care and support and we intend to build strongly on the progress we have made. The principles of personalisation and self-directed care have been at the centre of this change, aiming to give people the control, resources and confidence to achieve their support needs.

New Context

The Coalition Government has stated its commitment to continuing the reform of social care in England through extending the roll out of personalisation and Personal Budgets. It is clear that the general direction of travel for health and social care is towards greater choice and personal responsibility, integrated services and partnership working, underpinned by a leaner, more outcome focussed and outward facing role for the public sector.

In this context, further significant changes for health and social care have already been heralded through the new Health & Social Care Bill (January 2011) and the Public Health White Paper (December 2010). ['A Vision for Adult Social Care: Capable Communities and Active Citizens'](#) (DH November 2010) outlines the timeline towards legislative reform and the new agenda for Adult Social Care in England.



Reflecting the level of new and emerging policy through 2011/12, the Council's view is that development and consultation on a new strategy would not be appropriate at this stage, we have therefore created a brief update to our current strategy. Our focus will continue on making the significant changes needed and we will look to develop a new strategy when the national direction, including local organisation and funding is more developed.

The strategy update will be published alongside the existing strategy to clarify how West Berkshire Council intends to respond to national direction and local issues during 2011 / 12 to continue to deliver transformational change to adult social care services.

2. Moving our vision forward during 2011/ 12

Much of the original vision for West Berkshire remains valid, but terminology and thinking has moved forward. Our refresh strategy takes into account learnings from both national and local changes to date and the emerging national context including new directives for both Health & Social Care.

Putting People First in West Berkshire 2008 - 2011 defined four priority outcomes:

- ★ Increasing choice and control through the development of self directed care
- ★ Enabling people to live as independently as possible
- ★ Ensuring high quality services and personal safety
- ★ Promoting inclusion and tackling inequalities

Our original strategy recognised that to deliver these four outcomes there were a number of themes that underpinned them:

- Developing strong partnership working
- Ensuring a robust commissioning framework
- Strengthening performance management & understanding our resources
- Workforce development
- Strengthening user and carer engagement

The Partnership Agreement [‘Think Local Act Personal’ \(November 2010\)](#) developed together with partners in adult social care, builds upon the original Putting People First concordat. It supports personalisation, but with greater emphasis on a community based approach, devolving power to communities and allowing people including the most vulnerable to lead more independent and fulfilling lives.

[‘A Vision for Adult Social Care: Capable Communities and Active Citizens’](#) (November 2010) identifies seven principles to delivering the new agenda for adult social care

The table below outlines these seven principles and West Berkshire's response to these over the following 12 months, providing clear evidence of how our original strategy is linked into this work. Our strategy sets out the general direction for adult social care during 2011-12. Any individual changes or implications to policy and services will be subject to scrutiny, approval and Equalities Impact Assessments in advance of the implementation of any change.

Over the next 12 months we will also develop a policy statement defining our approach to adult social care, aligned with national directives and capturing local issues and implementation.

A Vision for Adult Social Care identified seven principles for a modern system of social care.

National Principles	<i>Local response In 2011 / 12 West Berkshire will:</i>	Links to existing strategy
<p>Prevention: empowered people and strong communities will work together to maintain independence. Where the state is needed, it supports communities and helps people to retain and regain independence.</p> <p><i>The Government will:</i></p> <ul style="list-style-type: none"> • <i>publish a White Paper on public health, outlining councils' enhanced leadership role in health improvement and the opportunities this offers.</i> 	<ul style="list-style-type: none"> • Public Health: Understand local Public Health changes which include a transfer of responsibilities to Local Authorities • Health & Wellbeing Board: Develop a local Health & Wellbeing Board in line with requirements of Health & Social Care Bill • Health Watch: To improve public and user input into local services by developing local HealthWatch arrangements • Think Family / Carers support- <ul style="list-style-type: none"> ○ To confirm our Carers strategy, strengthening and improving our awareness of Carers needs to inform future commissioning of Carers services. ○ Work with the Primary Care Trust (PCT) to access additional resources for carers breaks. • Public information – Work with partner organisations to improve information about adult social care services ensuring it is of a high quality and accessible to all, including support for people who self fund their own care • Targeted prevention work: Review opportunities to improve preventative services; this includes our approach to Falls, Stroke and Dementia services 	<p>Outcomes</p> <p>3.1 Increasing choice and control through the development of self directed care</p> <p>3.2 Enabling people to live as independently as possible</p>
<p>Personalisation: individuals not institutions take control of their care. Personal budgets, preferably as direct payments, are provided to all eligible people.</p> <p><i>The Government will:</i></p> <ul style="list-style-type: none"> • <i>put personalisation at the heart of the framework for quality and outcomes being developed</i> • <i>consider how to embed personalisation in the new legal framework</i> • <i>consider how to pursue greater portability of assessment, subject to the Law Commission and Funding Commission reports;</i> • <i>use the pilots currently to inform rollout of personal health budgets.</i> 	<ul style="list-style-type: none"> • Personal Budgets – <ul style="list-style-type: none"> ○ To create a Personal Budget process that is as accessible as possible, meeting national requirements to have Personal Budgets available for all by 2013 ○ Review integration of Personal Health Budgets with Health • Housing Options: To review adult social care housing needs, developing extra care housing and supported living across the district 	<p>3.1 Increasing choice and control through the development of self directed care</p> <p>3.2 Enabling people to live as independently as possible</p>
<p>Partnership & Plurality</p> <p>Partnership: care and support delivered in a partnership between individuals, communities, the voluntary and private sectors, the NHS and councils- including wider support services, such as housing.</p> <p>Plurality: the variety of people's needs is matched by diverse service provision, with a broad market of high quality service providers</p>	<ul style="list-style-type: none"> • GP Commissioning: Work with GP's to develop joint commissioning opportunities, understand shared priorities and the role of social care in the development of local GP consortia • Commissioned Services: <ul style="list-style-type: none"> ○ Work with partners across Berkshire West including the NHS to extend reablement services and minimise delays in the system ○ Analyse impact of personalisation on current services and determine future 	<p>4.1 Developing strong partnership working</p> <p>4.2 Ensuring a robust commissioning framework</p>

<p><i>The Government will</i></p> <ul style="list-style-type: none"> • identify and remove barriers to collaboration, pooling or alignment of budgets across health and social care and bring together funding streams for employment support; • consider the barriers to market entry for micro and small social enterprises, user-led organisations and charities, and the proposed role for Monitor to play in market shaping. 	<p>models</p> <ul style="list-style-type: none"> • Market development <ul style="list-style-type: none"> ○ Work with partner organisations across private, voluntary and independent sector to review existing arrangements for collaborative commissioning, determine further priorities and identify new opportunities, shaping the market to meet demands through Personal Budgets ○ Support the development of community groups and projects to increase offer of services within the community and available to Personal Budget users. 	
<p>Protection: there are sensible safeguards against the risk of abuse or neglect. Risk is no longer an excuse to limit people's freedom</p> <p><i>The Government will</i></p> <p>work with the Law Commission in preparation for strengthening the law on safeguarding to ensure the right powers, duties and safeguards are in place.</p>	<ul style="list-style-type: none"> • Safeguarding: <ul style="list-style-type: none"> ○ Work with our partners across Berkshire West to respond and implement any changes to legislation ○ Proactively monitor our approach to safeguarding and our response in relation to our new operational model and personalisation • Risk Management / Enablement: Embed risk management as part of our new operating model to ensure people can exercise choice safely. 	3.3 Ensuring High quality services and personal safety
<p>Productivity: greater local accountability will drive improvements and innovation to deliver higher productivity and high quality care and support services. A focus on publishing information about agreed quality outcomes will support transparency and accountability.</p> <p><i>The Government will</i></p> <ul style="list-style-type: none"> • support the work of councils to deliver efficiency savings by co-ordinating and disseminating support tools and best practice; • publish a new strategic approach to quality & outcomes in adult social care. 	<ul style="list-style-type: none"> • Demand modelling <ul style="list-style-type: none"> ○ Work with the PCT to update our Joint Strategic Needs Assessment (JSNA), bringing together information on local populations, their health, wellbeing and living conditions, and their need for services ○ Ensure relevant information is captured to understand service demands and use locally for intelligent commissioning ○ Develop our framework to understand and measure how we deliver effective, quality social care, ensuring it aligns with national approach • Budget monitoring – to ensure management action is taken in a timely manner • Asset strategy - Review in line with changes to service delivery 	3.3 Ensuring High quality services and personal safety 4.2 Ensuring a robust commissioning framework 4.3 Strengthening Performance Management & use of our resources
<p>People: we can draw on a workforce who can provide care and support with skill, compassion and imagination, and who are given the freedom and support to do so.</p> <p><i>The Government will</i></p> <ul style="list-style-type: none"> • support the publication of a workforce development strategy by Skills for Care and a leadership strategy by the Skills Academy; • publish a personal assistants' strategy in 2011; • extend the piloting of social work practices to adult social care during 2011. 	<ul style="list-style-type: none"> • Operational model <ul style="list-style-type: none"> ○ Implement West Berkshire's new operational model to support personalisation and review its effectiveness ○ Continue to support the development of the workforce to meet new challenges. 	4.4 Increasing capability – Workforce development

3. Delivering effective, quality social care

Locally, West Berkshire is committed to ensuring that the impact of adult social care has a positive outcome for individuals.

Nationally, alongside the Social Care Vision, the Department of Health has launched ['Transparency in Outcomes: a framework for adult social care'](#) which sets out a new strategic approach to quality and outcomes in adult social care.

The framework places outcomes at the heart of social care, improves quality in services, and empowers citizens to hold their councils to account for the services they provide. It clearly sets out the intention to identify good practice quality standards for Social Care, define the role for national bodies, and set the expectation for greater local reporting and transparency with the involvement of local citizens

Outcomes will be measured through the ability for councils to:

- Enhance quality of life for people with care and support needs
- Delay and reducing the need for care and support
- Ensure that people have a positive experience of care and support
- Safeguard people whose circumstances make them vulnerable and protect from avoidable harm

The impact of these changes will come into affect during 2011/12.

Locally, over 2011/12 we will further develop our own framework to ensure it aligns with national expectations to understand and measure how we deliver effective, quality social care.

We will review agreed local priorities and develop a local account for publication to reflect progress made.

4. Risks and Capacity

West Berkshire's Medium Term Financial Strategy recognises that the primary risk for the Council for 2011 – 13 concerns those budgets which are demand led. The implementation of Putting People First has been transforming adult social care delivery so that the service is more sustainable, but even with these changes, increased demands and cuts to external grants has meant that the service has been under considerable pressure in the last couple of years.

For 2011 -12 the Council has invested a further £3.2m which includes £1.3m of new funding from the Department of Health(DH). The DH funding reflects the fact that the pressure felt locally is part of a national picture of growing costs in adult social care.

Alongside this significant investment the service has a savings target of £2.1m which is being achieved largely through actions in line with the implementation of the Putting People First strategy: reconfiguring day services; further extra care housing and personalisation.

The Councils' workforce has been reduced to achieve savings and reinvest in personal budgets. At the same time we are working with external voluntary and independent sector providers to extend the offer of services available in the community.

In redesigning the adult social care workforce we have aimed to strengthen the focus on prevention and an improved first response. The new operating model, as shown in the diagram below, is based on three main functions: Access for All (first response); Maximising Independence (short/medium term support); Maximising Independence (long term support). New roles have been introduced to reflect the ethos of Putting People First including comprehensive advice, information and guidance for all; further reablement; brokerage and support for personal budget users.

West Berkshire Council – Adult Social Care Operational Model

