

# Putting People First in West Berkshire

# 2008 - 2011

## Adult Social Care Strategy



## Transforming adult social care

# 1. Introduction

The purpose of this strategic plan is to articulate the vision for Adult Social Care in West Berkshire 2008 – 2011. The strategy highlights current priorities for the development of adult social care services within West Berkshire and how we will meet the outcomes identified within the Health & Social care White paper 2006 *'Our Health, Our Care Our Say: A new Direction for Community Services'* (OHOCOS)

Most importantly, this Strategy confirms how we are transforming Adult Social Care services to ensure all people can have access to full and purposeful lives, irrespective of illness or disability, and to meet the challenges of an ageing society and increased expectations. Putting people first means ensuring that every person has an individual response, personal to their needs and situation, and that all people have the opportunity to make the choices which will maximise their health and well being. This strategy demonstrates how West Berkshire intends to deliver the transformational change described in the Government concordat *Putting People First*, published in December 2007, and the related Department of Health circular to Local Authorities *Transforming Social Care*, published in January 2008.

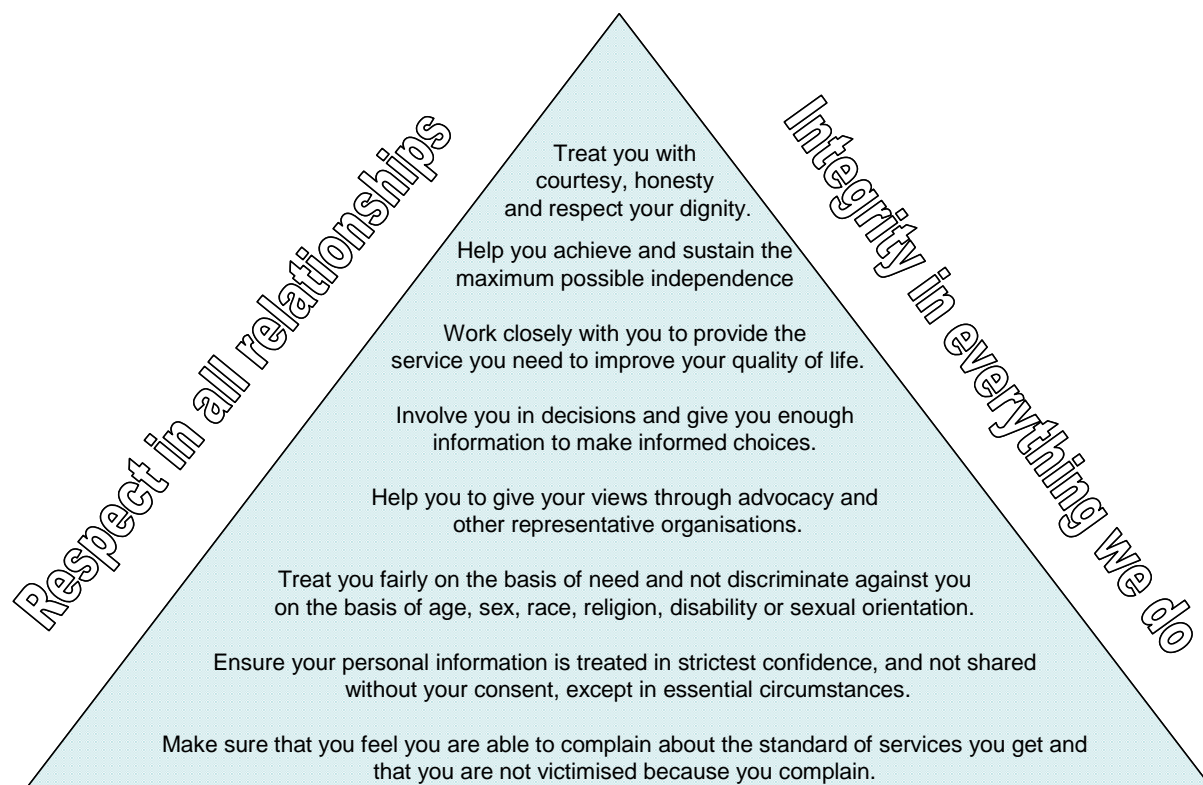
West Berkshire adult social care services work with a range of partners to directly provide and commission services for anyone aged 18 and over who has care or support needs arising from age, physical or sensory disabilities, learning disabilities or mental health problems. We also offer support to people who are caring for others, such as family and friends.

Our aim is to:

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

This strategy is underpinned by the following set of values; you have a right to expect us to work in this way. These are set within the context of the Council's three core values of respect, integrity and ambition as defined in the Council Plan 2007 - 2011.

We will:



**Ambition to deliver continuous improvement**

## 2. Adult Social Care in West Berkshire – A Firm Foundation

West Berkshire social care services have progressed significantly over the last few years; we are now better position to understand the needs of the people that we support and through a more robust approach to performance management we are clear about how we are performing against key local and national priorities.

The Council has continued to place a high profile on promoting independence, tackling inequalities, reducing social exclusion and protecting vulnerable people, and this can be evidenced through the priority outcomes identified in West Berkshire's new Council Plan (2007 – 2011). Alongside this, we can clearly demonstrate that we work closely alongside our NHS partners to develop more integrated social and health care services.

The future shape of social care services and key priorities for action has been identified based on the seven outcomes of the White Paper (OHOCOS), which were also the key outcomes listed in the recent Government vision statement "Putting People First" (December 2007). Our performance builds on a trend of improvements. Key examples of service developments include:-

- ❖ Development of a new self assessment framework in line with the government's choice agenda for social care users.
- ❖ Increasing choice and control for users of services, by developing self directed support, numbers of people receiving Direct Payments have increased by 74% and we are developing our approach to individual budgets.
- ❖ Increased numbers of Older People supported to live at home, promoting their independence through intensive home care support, assistive technology to reduce risks, increased day services, equipment and adaptations and development of extra care provision.
- ❖ Development of Intermediate Care Services to prevent admission to hospital and support timely discharge through rehabilitation provision, reablement and crisis intervention.
- ❖ For those older people who require a care home, we have with partners opened a 60 bed care home, increasing local provision for older people with dementia.
- ❖ We have extended our day care services for people with a physical disability to the evenings and weekends.
- ❖ Opening of a new resource centre for people with learning disabilities, and working closely with partners to increase local provision.
- ❖ Further development of employment schemes (Pathways to Employment) and assisting more people with a disability into paid or voluntary work.
- ❖ Inspection of the Community Mental Health Team in 2005 judged that we are '*servicing most people well with excellent prospects for improvement*'. We have continued to develop our local crisis services to reduce the numbers of people in inpatient or residential care
- ❖ Development of a new Outreach Service – 'All U Need to Know', which provides a range of information and resources to assist people in West Berkshire to access services to maintain their health and well being.
- ❖ Supporting Carers groups and developing the range of services available for Carers

- ❖ Working closely with our Health partners to understand the health needs of the district, with joint needs analysis and shared targets. The establishment of joint public health posts supports this partnership approach.
- ❖ The establishment of the Health & Wellbeing Partnership, led by adult social care, creates a framework for health and social care to combine the efforts of many organisations in coordinated actions with a focus on preventative and early intervention work.
- ❖ Adult Social care is now strategically placed within the Councils 'Community Services Directorate' – this has allowed a new focus on universal services, bringing together adult social care with culture and housing services. This has improved opportunities for shared well being initiatives and preventative work targeted at vulnerable people
- ❖ Training and development is well established within social care at West Berkshire Council with a dedicated team of professionals working to support a well trained workforce.
  - Teams are working to achieve their national qualification targets and focus is on maintaining the qualified levels.
  - Our induction and core training enables staff to meet the common Induction Standards for social care staff set out by 'Skills for Care', a set of online assessments to measure knowledge against the these standards has been developed and can be used to support recruitment and selection, induction and employee performance management.
  - We deliver training onsite and flexibly to meet the needs of both our own staff and the needs of the Private, Voluntary and Independent care sector with whom we have various training partnerships.

All Councils with Social Services responsibilities are inspected by the Commission for Social Care Inspectorate (CSCI) who currently produce an annual star rating each November for the previous years performance. West Berkshire was awarded a 3 star rating in November 2007 for the third consecutive year, which is the highest rating. CSCI base their star rating on a combination of results of service inspections, our performance against a wide range of national indicators and as a result of regular monitoring meetings.

The following strategic plan builds on this firm foundation, sets out our priorities and what, in order to deliver identified outcomes are central to the development of adult social care in West Berkshire. These are not new areas of focus for us, but clearly set our intentions and directions to reinforce the agenda for a modernised approach to social care for users, carers, staff, partners and members.

### 3. Our Priorities

Through the delivery of high quality social care to vulnerable adults we aim to achieve the following outcomes:

#### 3.1 Increasing choice and control for users of services through the development of Self Directed Care

Our aim will be to put people at the centre of everything we do, so that we actively support choice and enable people to have control over their own lives.

'Self-directed care' describes an approach to delivering social care that puts the person who needs services at the centre of the whole process. It focuses on the outcomes the recipient wishes to achieve rather than a narrow focus on assessed needs, although the concept of assessed eligible needs will still define those who need targeted social care services.

In West Berkshire we will develop the focus of self-directed care through the development of the following:-

- Self –assessment
- Outcome focussed assessment
- Personal budgets
- Preventative services
- Health and well-being services to improve health and quality of life.

Self-directed care is a process that assumes that the person needing services knows what they want to achieve; how they would like services delivered; and gives them choice, flexibility, and control by, wherever possible, transferring funding to them to arrange and pay for their care themselves. We recognise the need to support people to take control of their care, and will ensure that systems are in place to offer this support.

The focus on preventative services aims to give people a range of options for early support, help and advice, which assist in halting the need for more intensive interventions. By identifying concerns, and offering help in practical ways, we can help people remain independent for longer, and encourage people to maximise their potential, rather than concentrate solely on delivering care.

***Work streams within this priority contribute to the following OHOCOS outcomes:***

- ***Exercise of Choice & Control***
- ***Making a positive contribution***

#### 3.2 Enabling people to live as independently as possible

Promoting and maximising independence for all individuals continues to be a priority for us. Ensuring services are responsive and shifting care closer to home. Our approach to maximising independence for Service Users and Carers will be based on the following principles –

- An individual is most likely to know best what they want in life; we will seek to understand as fully as possible an individual's own interpretation of their needs and aspirations.
- We will hope to go further than simply arranging 'base-level' support services and help to enrich the lives of individuals by 'signposting' to clubs, activities, social opportunities, support groups, religious activities.

- In whatever environment a person may live individuals can expect us to respect their dignity, and assist and encourage individuals to engage as fully as possible in daily personal and domestic tasks.
- In many circumstances a relative or carer will have considerable expertise in caring for the individual; we will seek ways of working in partnership with carers. We will provide services to enable the carer to maintain their role, where appropriate.
- We will support individuals to continue to be in control of as many aspects of their lives as they can safely manage.

In West Berkshire we will actively support people to live as independently as possible , by working in partnership to:

- Ensure that people are supported to access the information they need, and helped to make the changes in their own lives which will benefit their health and wellbeing
- Support people to live in their own homes
- Developing the use of assistive technology
- Increasing the availability of Extra Care housing & supported living options.
- Further emphasis on community based support, and day support options
- Continuing to develop employment schemes to create opportunities for assisting more people with a disability into paid or voluntary work.
- Income maximisation; increasing benefit uptake amongst vulnerable people across West Berkshire Pathways to employment
- Supporting family carers through improving provision of respite care
- Working to help overcome problems of access to services, including transport problems
- Tackling fuel poverty

***Work streams within this priority contribute to the following OHOCOS outcomes:***

- ***Improved Health***
- ***Improved Quality of Life,***
- ***Economic Wellbeing***
- ***Personal dignity and respect***

### **3.3 Ensuring high quality services and personal safety**

“Safeguarding Adults” refers to all work that enables an adult to retain independence, well being and choice and to be able to live a life that is free from abuse and neglect. It is about preventing abuse and neglect as well as promoting good practice for responding to concerns on a multi-agency basis.

In West Berkshire this is done by:

- Maintaining a strong local partnership with good links and clear accountabilities
- Developing agreed local multi-agency procedures and processes, with defined responsibilities of all staff
- Intervening in an appropriate and timely manner to follow up individual allegations of abuse
- Pooling our local knowledge of risk
- Using our knowledge to promote good practice which prevents abuse occurring, working with service providers to raise awareness and improve standards
- Disseminating information about the quality and range of local services, based on both local and national information, to potential users of services.

In addition, we have a number of methods of ensuring that a high quality of services are maintained, whether these are provided by West Berkshire Council, or purchased from other service providers:



- Carrying out quality audits, monitoring visits and reviews of services
- Maintaining our own local accreditation and monitoring role, assessing and improving the quality of services
- Receiving and acting on feedback from service users and carers, including running a series of regular surveys
- Encouraging people to use our complaints service, which is then used to improve practice and learn from mistakes
- Regular sharing of our local intelligence on the performance of all providers of services in the area, which influences where we purchase services, and helps us decide who to contract with
- Working closely with the Commission for Social Care Inspection, who regulate care services, to enhance the quality and practice in our area

***Work streams within this priority contribute to the following OHOCOS outcomes:***

- ***Improved Quality of Life***
- ***Freedom from discrimination and harassment***
- ***Personal dignity and respect***
- ***Making a positive contribution***

### **3.4 Promoting inclusion and tackling inequalities**

West Berkshire Council will promote the awareness of the importance of tangible actions to improve the quality of life for service users and their carers for their inclusion into mainstream life.

Tackling stigma and discrimination will be a high priority for the Council. The advice and treatment people receive from health and social care services is critical in enabling people to fulfil their aspirations whether this means work or other activities.

In West Berkshire we will deliver this through:-

- Further education and learning opportunities, offering integration to work opportunities and opportunities to health and leisure activities.
- Further use of the district profile and understanding of local demographics to target specific areas of deprivation
- Meaningful engagement with harder to reach groups
- Use of equality impact assessments

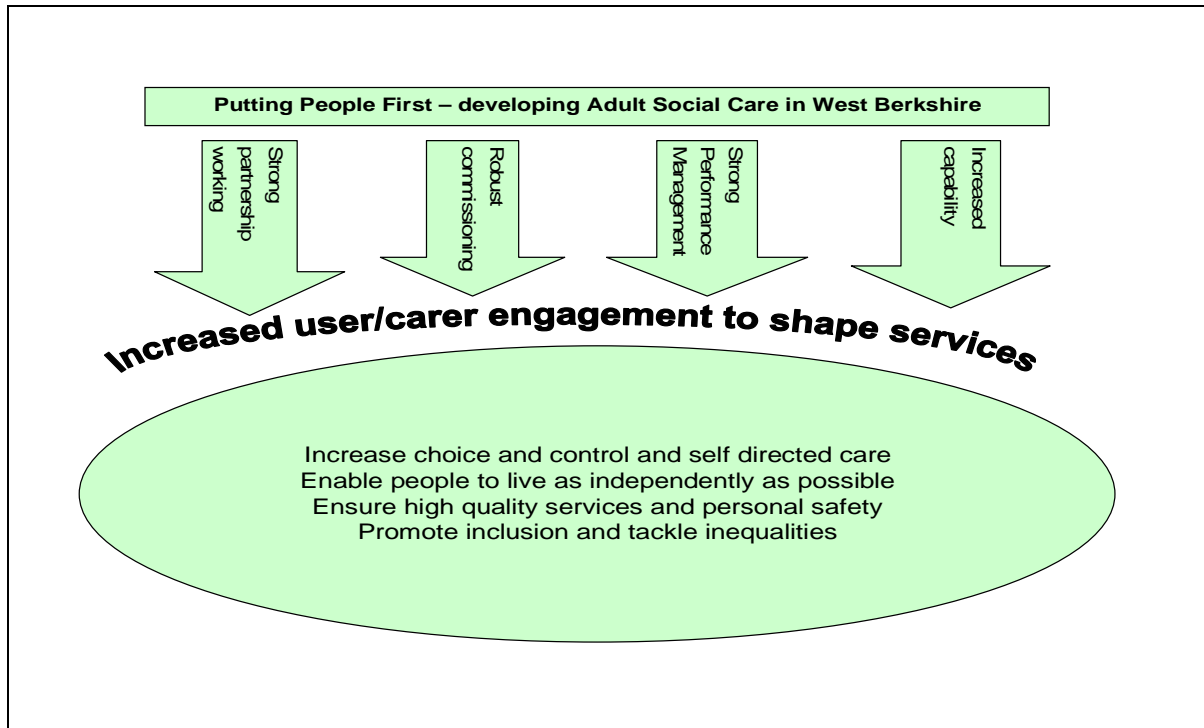
***Work streams within this priority contribute to the following OHOCOS outcomes:***

- ***Improved Quality of Life***
- ***Improved Health***
- ***Freedom from discrimination and harassment***
- ***Personal dignity and respect***



## 4. Putting People First - developing Adult Social Care within West Berkshire

In order to deliver these four outcomes we consider that the following themes are central to the development of social care within West Berkshire:



### 4.1 Developing strong partnership working

The Council is committed to developing integrated services with its partners to provide simple access and a timely response to individuals from health and social care services. At a strategic level, the need for adult social care to work with health to plan and develop services is key to ensure services are cohesive. Operationally, joint adult mental health, learning disability and intermediate care teams are now established with the NHS. Services for older people and adults with a physical disability need to follow with improved joint working with the Primary Care Trust and Berkshire Health Care Trust. With the advent of practise based commissioning, opportunities now exist to work more closely with GPs, to promote local integrated services centred around surgeries.

The Council will establish further partnerships with the voluntary sector to develop services that support the individual and their carer as problems begin to arise. These prevention schemes will improve quality of life by reducing anxiety and isolation, creating opportunities for leisure, activity and learning, providing practical assistance and information. The Council acknowledges the local knowledge, expertise and direct contact the voluntary sector can bring to these partnerships to benefit those who require early assistance to maintain independence.

A Local Area Agreement with the NHS 'A Healthier Life' reflects the Councils leadership role in promoting the health and well being of its population. Improving health and narrowing health inequalities through promoting healthy lifestyles, physical activities and healthy schools. Adult social care with its directorate colleagues, cultural and leisure services are able to establish initiatives and work with groups not in touch

with social care services; carers discount card to leisure facilities, library home visiting services. This community leadership role will be further developed with opportunities arising from the Health and Well Being Network and Local Strategic Partnership links, bringing the private and business sector into the arena of promoting the quality of life for West Berkshire residents.

#### **4.2 Ensuring a robust commissioning framework**

Getting our commissioning right starts with a good understanding of the needs of the people we are here to serve – both as individuals, and in terms of neighbourhoods and populations.

Our Care Management process enables us to identify and commission services to meet people's individual need, and we use this information to help us develop our commissioning strategy. We also have a lot of information about the needs of specific communities, and the population of the whole of our area, which is contained within the District Profile, and our local Health Needs Assessment developed in partnership with the Primary Care Trust.

We will build on this to complete a Joint Strategic Needs Assessment which will guide our priorities for investment, and our targets for service development. It is very important that we use our available funding to achieve the maximum benefit for people, particularly in view of the growth in numbers of older people and people with complex disabilities who require social care services.

Continuing to monitor the quality and effectiveness of services that we have commissioned enables us to ensure good outcomes are achieved for service users and their families – as well as achieving good value for money.

#### **4.3 Strengthening Performance Management**

West Berkshire has established a robust system for managing performance and for maintaining and improving quality. Key to this is:

- Accurate recording on information systems which facilitate regular and flexible reporting
- Agreed understanding and analysis of performance information throughout the organisation
- Ownership of the priorities for improvement, and management actions required, throughout services
- Agreed target setting, and regular monitoring of progress.
- Listening to the views of users, carers and other local residents

This performance management approach feeds into business and service planning at all levels, and complements our systematic framework for quality assurance, which identifies key areas for service review, development and audit.

Viewed as the model of best practice within the council, this approach has been used as the basis for the development of the council wide performance management framework, with officers from within Adult Social Care actively involved in the corporate performance improvement programme.

Regarded as pivotal to improving the quality of the services we deliver, performance management information feeds directly into and informs the supervision and appraisal framework for all staff working in this sector.

## Understanding our resources

For the Authority overall, ever tightening central government resource allocation together with limitations on the increase in council tax rises are restricting the total funding available to all services provided by the Council.

The trend in funding within Adult Social Care over the last 3 years is illustrated by the table below.

	2005/06 £	2006/07 £	2007/08 £
Revenue budget adult social care	24,696,460	26,542,020	29,201,620
Increase year on year	2,445,420	1,845,560	2,659,600
Percentage increase year on year	10.99%	7.47%	10.02%

The relatively high investment compared with other council services, has been largely demand led. As the population of older people and those with learning and physical disabilities increases, so does the corresponding funding pressure on the service provided to these individuals.

However, future funding increases in the service are expected to be restricted for those reasons highlighted above. With this firmly in the Directorate's mind, ways of managing this real terms reduction in funding are being developed.

The first stage in this process is understanding our financial resources and the activities that drive the spending undertaken. Our financial model is being refined to link performance, understanding our client base and spending trends. In this way the aim is that the funding effect caused by changes in demography and other market forces, may be tracked and anticipated in the short and medium term.

When demand and the cost of this demand can be estimated, the second step in the process will be to determine management action designed to either formally bid for further resources, and/or develop strategies to utilise funding more effectively and efficiently. In this way the continuing improvement of the service may be secured for the people of West Berkshire.

Re-provision to meet future demand will require both revenue streams and capital assets to be closely co-ordinated and managed as part of one system (see section 6.3)

### 4.4 Increasing capability - Workforce Development

West Berkshire Council has a People Strategy setting out its approach to Workforce Development. A Workforce Development Strategy also is under development to be in place by April 2008 to focus on specific issues relating to the social care sector. This will include consideration of how we develop shared workforce strategies with our Health partners.

The identification of training needs to support the development of a well trained workforce takes place in a variety of ways. Quarterly meetings are held with team managers and a detailed Training and Development Report and Plan is developed annually. Each team provides training priorities ascertained through annual appraisals (including a development plan) and the consideration of team and service plan priorities identifying development that is essential to enable the achievement of these plans. This information is collated and resources are prioritised to support the achievement of these needs. We also promote "60 ways of learning" to encourage people to look at the

variety of different ways they can gain the skills they need together with the provision of other resources such as e-learning and DVDs.

The training manager, as part of the senior management team is involved in managing and modernising services ensuring that training and development supports organisational needs. One example of this is the training workshops we have and continue to provide and promote to raise staff awareness about Direct Payments. These workshops are delivered by our voluntary partner and involve people in receipt of Direct Payments and have supported the achievement of challenging targets relating to Direct Payments.

A computerised training management system provides records and management information and training is delivered within a quality assurance framework that has been much admired and copied by other Local Authorities.

#### **4.5 Strengthening User / Carer engagement**

Increasing engagement and user involvement will underpin all of these themes. We recognise that engagement with users, carers and potential users of services is fundamental to our understanding of both needs and performance.

We already have a number of mechanisms which assist us to consult meaningfully in the development and provision of services. The Health & Wellbeing Partnership has established a consultation network, bringing together a wide range of voluntary and community stakeholders who contribute towards delivering on the objectives of the Health & Wellbeing framework. We also support a number of forums of older people and users of services such as 'Its my Life' group of adults with learning disabilities. Carers, homecare and day service residential users are specifically consulted on the quality and services they receive,

We will continue to develop improved mechanisms with our partners for better communication and consultation, particularly with hard to reach groups.

We recognise the importance of supporting users of services to gain a collective voice, and will work with individuals and local groups to develop and strengthen the local user voice by ensuring that there are strong user led organisations available to engage with the statutory services.

## 5. Understanding the local strategic context

This strategy sits within a local planning context which clearly acknowledges at the highest level the need to strengthen communities, promote independence and support the most vulnerable in West Berkshire.

The draft **Sustainable Communities Strategy**, 'A Breath of Fresh Air', describes the Local Strategic Partnership's (LSP) long term vision for the District. Its key themes include the need to ensure 'a stronger district', encompassing the desire to see West Berkshire becoming more cohesive, with specific priority outcomes for older and vulnerable people. *The Health and Wellbeing Board is a sub-partnership of the Local Strategic Partnership which aims to ensure that the local statutory services work effectively with the voluntary, private and business community to improve health and wellbeing in West Berkshire.* The H&WB Partnership will oversee the development of the new Local Area Agreement. These are local outcome targets based on jointly agreed priorities for improvement by the Partnership. The priorities are informed by joint needs analysis, including use of the West Berkshire District Profile.

The **West Berkshire Council Plan 2007 -2011** articulates the medium term vision for the Council as outcomes for improving the economic, environmental and social well being of the people in West Berkshire. Key outcomes which directly relate to the concerns of this strategy include: Promoting Independence; Protecting Vulnerable People; Including Everyone; A Healthier Life and More Affordable Housing.

The **Community Services Directorate Plan 2007 - 2011** sets out the high level outcomes which we wish to achieve in the next four years. It takes as its model the outcomes from 'Our health, Our care, Our say: A new Direction for Community Services' (DOH 2006) and looks forward to a way of working with the emphasis firmly on how all people in West Berkshire can improve their health, well being and quality of life. Detailed actions within the context of this overall vision are contained in yearly **Service Plans** covering each of the adult social care services.

Three year **Joint Commissioning Strategies** are being developed for each of the four service areas (Physical Disability, Learning Disability, Mental Health and Older People's services).

## **6 Understanding the challenges we face in West Berkshire**

### **6.1 Demographic pressures**

Over several years, we have seen a large increase in demand, and the number of people receiving social care services. We forecast this trend to continue, with particular areas of pressure including:

- Growth in people aged 85 and over: People over 85 comprise around half of all our service users, and both national and local trends show a steady increase of around 5% to 6% population growth per year in this age group.
- Growth in adults with learning disability requiring services. Each year, a known group of young people with learning disabilities transfer into the responsibility of adult services, having previously received services from Children and Young People's services. This transition process is jointly managed, and is the major source of new demand on learning disability services, where service users may well require support for 40 to 50 years. As the age profile of people with learning disabilities gets older, we can expect greater demand to support people previously cared for by family, who eventually may struggle to continue to provide care in the family home.
- Medical advances have led to both quicker throughput from health services, and an increased survival rate. This has led to increased demand for social care services, for example, for younger adults with acquired brain injuries, often after road accidents.
- We anticipate increased demand to support family carers, both because of increased life expectancy and a reduction in the number of people who can rely on close family members living near enough to provide regular informal care.

West Berkshire will continue to work to understand the demographics of the area we support, this will further inform our commissioning strategies and support our financial management of our resources and assets.

### **6.2 Achieving integration with Health**

West Berkshire has an excellent track record of partnership working with The NHS, which we are committed to maintaining through the recent reorganisations and national policy developments.

Berkshire West Primary Care Trust Commissioning Strategy has signalled the intention to shift more resources from acute hospital to community based services, and we will work together to develop more integrated services, improving quality, cost efficiency and customer service.

The development of Practice Based Commissioning provides us with an important opportunity to work with local GP's to provide services in the community that they want to purchase for patients. We work with the NHS and other partner agencies to implement our Health and Well Being Strategy, which focuses on helping people to remain independent and living at home. The Action Plan of the strategy includes our Local Area Agreement targets, which we will continue to use to guide us in commissioning services to promote the health and well being of the people of West Berkshire.

### 6.3 Future management of our assets

The implication of the demographic pressures highlighted above means there is a clear need to be taking a long term view in the decisions we are making about our fixed assets and the role Community Services has to play in contributing positively to the overall success and prosperity of the district, these include:

- Planning for the expected growth in the number of people aged over 65, with the development of extra care sheltered housing projects sitting alongside housing developments, that are designed to meet the needs of over 55's in creating 'homes for life'.
- Learning and physical disabilities have a mounting requirement for the provision of supported living schemes to accommodate people with varying levels of need
- Significant progress has been made in changing the emphasis from residential care for people with a mental health problems, to community based support in people's own homes, with a supported housing development in Newbury due for completion in 2008. It is anticipated there will be a future requirement for further developments of supported housing options for mental health and the provision of supported "move on" accommodation.

With services becoming much more aligned to peoples lives and the public now having much stronger voice in driving change, we need to clearly identify how we can construct a fixed asset base that is both flexible and durable.

The challenge in ensuring that future provision meets the diverse needs and aspirations of the people in the district, will be in making the move from 'what we have now' to 'what should be available' and putting in place mechanisms to deliver this. Success will require a well constructed strategic plan of investment and disinvestment in both services and assets, to ensure the full benefit of all opportunities are realised.

It has been agreed that an Asset Strategy for Community Services should be developed. The evidence base for identifying the priorities for the medium term programme will include:

- Current levels of capital/other funding for new and existing assets
- Housing needs analysis across all client groups
- Demographic change
- Local strategic priorities
- National directives

We will develop a whole system approach to service delivery through capacity building in our asset base and ability to influence, that links housing, health, social care, environmental and economic strategies across the district

Our assets are a valuable resource and as such we need to ensure they give the best value for money. Decisions about the future of an asset must be based on a sound evaluation of viability and in consultation with the wider council, to ensure any decisions are strategically aligned to corporate aims and objectives.



## 6.4 Changing role of Care Management

The traditional role of care managers has been to establish eligibility for funding, provide an assessment, design and cost a care package that meets the individual's needs, and then review it.

Care Managers will have an important role in helping people to lead independent lives. The focus on self directed support will challenge the care manager to take on a more enabling role, supporting individuals to design effective services to meet their needs.

Strategically, Care Management must become more focussed on outcomes and the commissioning of support packages that promote the acquisition of skills and experiences that will lead to greater independence.

Within West Berkshire, we have clearly defined the principles that care management staff work to and the standards users of social care services have a right to expect, these are set out within '***Care Management in West Berkshire – Principles and Standards 2007***'. This also details the legislative context and sets out recent national influences in our approach to care management

## 7 Understanding the National Context for Adult Social care

The social care modernisation agenda was initiated over 10 years ago in the 1998 White paper 'Modernising Social Care Services'. More recently the government has set out expectations on adult social care in two key documents; the 2006 White Paper *Our Health, Our Care, Our Say* and the preceding Green paper on adult social care '*Independence, Well-Being and Choice*' (DH, 2005). In December 2007, the Government re-stated this in a concordat called "Putting People First: A shared vision and commitment to the transformation of Adult Social Care". This short document has a clear statement of the changes Government requires over the next 3 years, which amounts to a transformation of services.

These present a vision for health and social care services over the next 10 – 15 years that is outcome-led and which focuses on prevention and early intervention. Social care policy now aims to:

- foster independence and control;
- promote well-being and prevent ill health;
- protect vulnerable adults;
- change the culture of care;
- modernise the workforce.

There is a clear shift towards putting people at the centre of services, promoting increased choice and control for individuals, greater flexibility and responsiveness of services, and an emphasis on maintaining a person's independence in their own home.

At a strategic level, the White Paper calls for greater partnership working between local authorities and primary care trusts, with increased joint commissioning, and more involvement of service users in commissioning decisions. The statutory creation of a Director of Adult Social Services (DASS) for all local authorities provides greater focus on partnership working, delivering an integrated approach, promoting equality of opportunity and eliminating discrimination in respect of adult social care services. For West Berkshire this role is fulfilled by the WBC Corporate Director for Community Services.

The Commission for Social Care Inspection (CSCI) has the responsibility for performance assessment of local councils with responsibility for Adult Social Care. CSCI have launched a new Outcomes Framework for the performance assessment of Adult Social Care aligned to the seven outcomes in the White paper, plus two additional measures on *leadership and commissioning and use of resources*.

The seven outcomes are:

**Improved health** - *Services promote and facilitate the health and emotional well-being of people who use the services.*

**Improved quality of life** - *Services promote independence, and support people to live a fulfilled life making the most of their capacity and potential.*

**Making a positive contribution:** - *Councils ensure that people who use their services are encouraged to participate fully in their community and that their contribution is valued equally with other people.*

**Exercise of choice and control:** - *People who use services, and their carers, have access to choice and control of good quality services, which are responsive to individual needs and preferences.*

**Freedom from discrimination or harassment:** - *Those who need social care have equal access to services without hindrance from discrimination or prejudice; people feel safe and are safeguarded from harm.*

**Economic well-being:** - *People are not disadvantaged financially and have access to economic opportunity and appropriate resources to achieve this.*

**Personal dignity and respect:** - *Adult Social Care provides confidential and secure services, which respects the individual and preserves people's dignity.*

The two additional measures are:

**Leadership:** *a council with Adult Social Services responsibility (CASSR) provides a key professional role for staff working in Adult Social Care services. They will also have a key role in assuring accountability of services to local communities through consultation with local people and in particular people who use services.*

**Commissioning and use of resources:** *Adult Social Care leaders commission and deliver services to clear standards of both quality and cost, by the most effective, economic and efficient means available and so demonstrate value for money.*

All relevant evidence that informs the performance assessment for Adult Social Care will be mapped to these outcomes. This is *'a new way to manage and interpret the data and will help to determine how effectively councils are going about their business of ensuring the new outcomes for people'*.

A number of national policy initiatives influences the way we deliver social care services to different groups of people. Key initiatives include:-

- The "Fair Access to Care Services" guidance sets out a national eligibility framework that all councils are required to use. West Berkshire Councils' eligibility criteria currently defines that all those meeting the 'critical' level of need are entitled to receive services.<sup>1</sup>
- National Service Framework (NSF) for Older People sets standards and service models of care across health and social services for all older people, including the introduction of the Single Assessment Process (SAP),
- National Service Framework (NSF) for Mental Health addresses the mental health needs of working age adults up to 65, providing an organisational framework for integrated services, including ensuring care management is integrated with the Care Programme Approach (CPA).
- National Service Framework (NSF) for Long Term Conditions sets the framework for people with long-term neurological conditions to live as independently as possible
- 'Valuing People' 2001 White Paper set out the Government's vision and proposals for improving the lives of people with learning disabilities and their families and carers. It placed a greater emphasis on Person Centred Planning (PCP) and identified four key principles: recognition of individual rights as citizens, social inclusion in local communities, choice in their daily lives and real opportunities to be independent.
- The Community Care (Direct Payments) Act introduced the national policy framework 'Community Care Services for Carers and Children's' services (Direct Payments) Guidance', was published in 2003 and makes it mandatory for local authorities to make a direct payment when requested
- In 2000, the Government published a national framework, 'No Secrets' for the protection of vulnerable adults. The framework encouraged local councils with social services responsibilities, local NHS bodies, local police forces and other partners to develop local multi-agency codes of practice to help prevent and tackle abuse. The Safeguarding of Vulnerable Adults Act (2006) strengthens the initial guidance.
- The 1999 Health Act aimed to overcome structural obstacles to joint working by local authorities and NHS bodies. The Health Act Flexibilities include pooled budgets; lead commissioning arrangements; and support for integrated provision.
- The Care Standards Act (2000) created a new regulatory framework for all currently regulated social care and independent health care services.
- The Mental Capacity Act 2005 (MCA 2005) seeks to clarify and reform common law provisions which govern the manner in which people can and should deal with those who lack decision making capacity and provide new schemes and ways in which their affairs can be managed in the least interventionist manner

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<sup>1</sup> WBC Fair Access to Care Services Policy (2005)

## **8 Meeting these Challenges**

This strategic plan has set out the vision for West Berkshire Social care services over the period of 2007 – 2011.

As identified this plan will be further underpinned by the development of the following:

- Joint strategic needs assessment with health partners
- Joint commissioning strategies with health partners
- Asset management strategy for Community services
- Clear workforce development strategy.

Service plans for each service area will further identify specific actions in delivering the priority outcomes identified within this strategy.

Each service plan is structured against the seven key objectives set out in 'Our Health, Our Care Our Say' and 2 additional outcomes of an excellent performing council. This enables us to be consistent with the way that Adult Social care services will be performance managed by the Commission for Social care inspectorate.