

ACTION PLANS 2004-07
(updated February 2005)

Key Theme: Promoting Independence and caring for vulnerable older people (Strategic Priority 1)

OUTCOME	ACTION	TIMESCALE	RESOURCES (Existing budgets if not stated)	RESPONSIBLE MANAGER/GROUP
<p>More vulnerable older people can be supported to be able to stay in their own homes.</p> <p>In partnership with the Primary care Trusts and the Strategic Health Authority to develop and implement a whole system approach to commissioning and provisioning of Older Persons services.</p> <p>Service extend to meet needs of Older People with dementia.</p> <p>Service provision</p>	<p>1. Promoting Independence</p> <p>1.1 INCREASE THE NUMBERS OF PEOPLE SUPPORTED TO LIVE AT HOME</p> <p><i>(for progress see section 'promoting independence for older people' in Directorate Plan)</i></p> <p>- Extension of intermediate Care Services to support Older People with mental health difficulties</p> <p>-Review of day care opportunities for</p>	<p>Ongoing</p> <p>Complete</p> <p>March 2005</p>		<p>Jan Evans</p> <p>Su Pascoe (lead officer)</p> <p>Jan Evans (lead officer)</p>

OUTCOME	ACTION	TIMESCALE	RESOURCES (Existing budgets if not stated)	RESPONSIBLE MANAGER/GROUP
extended to meet needs of increasing vulnerable older people.	specialist support			
Support to Carers Commissioning plans confirmed with regard to institutional care.	-Enhance respite opportunities -Review commissioning strategy for long term care placements	March 05 March 05		Jan Evans (lead officer) Jan Evans (lead officer)
Increase choice.	- Develop extra care supported housing for elderly frail and EMH Provide information on pensioner tax credit and allied benefits with Council Tax letter	Nov 04 March 04		Jan Evans (lead officer) Sean Anderson
Ensure high quality and responsive service. Meeting needs of vulnerable older people with complex needs. Support more people at home. Provide reliable and responsive service. Provide reliable and	1.2 INCREASE INTENSIVE HOME CARE - Review of home care services - Growth of specialist domiciliary care; EMH, enhanced care, reablement - Increase resources to domiciliary care - Implementation of Homecare IT system - Enhance out of hours WBC home	March 06 March 05 March 05 ongoing Sept 04 March 05 Dec 04		Jan Evans (lead officer) Jan Evans (lead officer) Jan Evans (lead officer) Su Pascoe (lead officer) Su Pascoe (lead officer)

OUTCOME	ACTION	TIMESCALE	RESOURCES (Existing budgets if not stated)	RESPONSIBLE MANAGER/GROUP
responsive service.	care			
Cost effective and appropriate commissioning	- Develop effective mechanisms for budget and performance management	ongoing		Su Pascoe (lead officer)
Streamline hospital discharge.	1.3 REDUCE DELAYED TRANSFERS OF CARE	Mar-06		Su Pascoe (lead officer)
Prevent inappropriate admission.	- Implement and monitor joint reimbursement protocol	Implemented Aug 04 and monitoring ongoing		Su Pascoe (lead officer)
Prevent inappropriate admission.	- Enhance Homecare capacity by planned recruitment	Ongoing		Su Pascoe (lead officer)
Prevent inappropriate admission.	- Enhance Crisis response Service to avoid inappropriate admissions	Sept 04		Su Pascoe (lead officer)
Streamline hospital discharge	- Develop opportunities with PCT Continuing Care Team to expediate discharges	Ongoing		Jan Evans
Increase choice	2. Prevention of Dependency 2.1 DEVELOP SUPPORT SERVICES AVAILABLE TO OLDER PEOPLE - Increase numbers of older People with Direct Payments	March 05 <i>(see Directorate Plan for progress)</i>		Jan Evans (lead officer)

OUTCOME	ACTION	TIMESCALE	RESOURCES (Existing budgets if not stated)	RESPONSIBLE MANAGER/GROUP
Carers supported to continuing caring.	- Increase respite and support to Carers	March 05		Alison Love (lead officer)
Carers supported to continuing caring.	- Develop 24/7 crisis support for Carers	March 05		Alison Love (lead officer)
Increase range of services.	- Develop opportunities for lower levels of day service support with the voluntary sector	Ongoing		Jan Evans (lead officer)
Proactive engagement with vulnerable older people to prevent increased dependency.	- Develop existing model of early intervention with Primary Health Care teams	March 05		Jan Evans (lead officer)
Quality service meeting performance targets.	- Establish and monitor the pooled budget for the joint Berkshire Community Equipment Service	Established and monitoring ongoing		Alison Love (lead officer)
Planning integrated provision to streamline services to avoid duplication.	<p>3. Partnership Working</p> <p>3.1 DEVELOPMENT OF A JOINT SYSTEM OF CAPACITY PLANNING</p> <p>- Joint work re future needs analysis and mapping of services</p> <p>- Development of a joint</p>	<p>Mar-05</p> <p>Dec 04</p>		Jan Evans (lead officer)

OUTCOME	ACTION	TIMESCALE	RESOURCES (Existing budgets if not stated)	RESPONSIBLE MANAGER/GROUP
<p>Joint agreement on how grant can benefit whole system.</p> <p>Shared targets to support integrated agenda.</p> <p>Integrate service commissioning and provision</p>	<p>commissioning strategy</p> <ul style="list-style-type: none"> - Joint Investment Plans for grants; Access and Capacity, Reimbursement - Joint objectives to support Performance Improvement Targets - Maximising opportunities for pooled budgets 	<p>Aug 04</p> <p>March 05</p> <p>Ongoing</p>		<p>Jan Evans (lead officer)</p> <p>Jan Evans</p> <p>Jan Evans</p>
<p>Streamline discharge process.</p> <p>Flexible and appropriate service developed.</p> <p>Appropriate and timely response for all referrers.</p>	<p>3.2 INCREASE ICS (INTERMEDIATE CARE SERVICES)</p> <ul style="list-style-type: none"> - Develop whole system approach to discharge planning from the point of admission - Maximising opportunities for pooled budgets - Develop Single Point of Access for ICS 	<p>Sept 04</p> <p>Ongoing</p> <p>Dec 04</p>		<p>Jan Evans</p> <p>Jan Evans</p> <p>Su Pascoe</p>

OUTCOME	ACTION	TIMESCALE	RESOURCES (Existing budgets if not stated)	RESPONSIBLE MANAGER/GROUP
6 to 13 rehab beds, day reablement.	Expansion of ICS to increase capacity	Mar 05		Su Pascoe
Single Point of Access.	- Raise profile of ICS across health and social care economy	Dec 04		Su Pascoe
Improved patient flow through care pathway.	- Investment in wider community services to support ICS within the whole system	Dec 04		Su Pascoe
Dedicated and skilled service provision.	- Enhance numbers of reablement assistants	March 06		Su Pascoe
	4. Protection for the most Vulnerable			
Appropriate and more timely response to Crisis.	- Extend access hours to Crisis Response service	Mar-06		Su Pascoe (lead officer)
Support to Carers.	- Provide 24/7 crisis support for Carers	Dec 04		Alison Love (lead officer)
Skilled staff with clear guidelines.	- Review Adult Protection procedures	Sept 04		Teresa Bell (lead officer)
Proactive identification to prevent inappropriate admissions and increased	- Identification of the most vulnerable through alignment of care managers with Primary	Dec 04		Patrick Leavey (lead officer)

OUTCOME	ACTION	TIMESCALE	RESOURCES (Existing budgets if not stated)	RESPONSIBLE MANAGER/GROUP
dependency.	Health Care teams			
Enable informed choice.	- Promoting a risk management culture within care management practice	Ongoing		Patrick Leavy (lead officer)
<p>Users and carers involved in service development and review.</p> <p>Streamline systems.</p> <p>Staff personal development objectives meet business requirements.</p> <p>High quality service provision</p> <p>Appropriate skills mix.</p>	<p>5. Performance Improvement</p> <p>- Extend user involvement in service planning and review</p> <p>- Revise care management procedures</p> <p>- Revise staff appraisal systems</p> <p>- Undertake regular practice audits</p> <p>- Develop workforce planning strategy</p>	<p>Ongoing</p> <p>March 05</p> <p>March 05</p> <p>Ongoing</p> <p>Ongoing</p>		<p>Teresa Bell (lead officer)</p> <p>Patrick Leavey</p> <p>Teresa Bell</p> <p>Teresa Bell</p> <p>Teresa Bell</p>

Key Theme: Increasing the provision of homes that are affordable for those on low incomes (Strategic Priority 6)

OUTCOME	ACTION	TIMESCALE	RESOURCES (Existing budgets if not stated)	RESPONSIBLE MANAGER/GROUP
<p>Clear policy and action plan for future housing services development.</p> <p>Housing Strategy will also ensure Council's housing policies are in line with ODPM's 'fit for purpose' requirements.</p>	<p>1. Housing Strategy</p> <ul style="list-style-type: none"> - Draft in sections - Discuss with Sovereign / GOSE - Devise Action Plans - Formal consultation - Management Board 	<p>Jan-Mar'04 Jan and Feb 04 March 04 Oct - Nov 04 April 05</p>		<p>Mel Brain (Lead Officer)</p>
<p>Give West Berkshire Council a professional lead on housing strategy</p>	<p>2. Appoint Housing Strategy Manager (Mel Brain)</p> <ul style="list-style-type: none"> - Agree grading to Job Evaluation Panel / Advertise - Appoint to post 	<p>Jan-04 Feb- March 04 May 04</p>		<p>Bev Searle</p>

OUTCOME	ACTION	TIMESCALE	RESOURCES (Existing budgets if not stated)	RESPONSIBLE MANAGER/GROUP
Identify local needs to inform strategy and action plans.	3. Update Housing Needs Survey - Proposal re. Housing Needs survey update	Dec 05 March 05		Mel Brain
To increase provision of affordable housing	4. Housing Enabling - Appoint Housing Enabling Officer - Agree process for securing Section 106 contributions with Members - Redefine process to be used in negotiations with developers - Link to special needs/ Supporting People requirements	Nov 04 (due to commence employment Feb 05) Nov 05 (revised SPG implemented) Jan 05 Ongoing		Mel Brain (Lead) Tim Slaney / Colin Chapman (Planning Dept) Karen Felgate (Enabling Officer)
	5. Reconvene Affordable Housing Task Group - review affordable housing policy - link to development of SPG - consider future funding of affordable housing - report back to CCH Select Committee and Executive	May 04 - Jan 05 Aug 04 (implement Nov04) March 05		Mel Brain / Bev Searle

OUTCOME	ACTION	TIMESCALE	RESOURCES (Existing budgets if not stated)	RESPONSIBLE MANAGER/GROUP
Mechanism for defining key workers locally and identifying housing solutions for key workers	7. Key worker housing strategy - Link to model being developed in Reading - Attend GOSE meeting - Incorporate in Housing Strategy	ongoing April 05		Bev Searle / Mel Brain
	8. Homelessness Strategy - Action Plan implementation - Core group and four sub groups set up to oversee implementation and drive forward - Links made to Housing Strategy and Housing Needs survey	Feb 04 April 05		Amanda Castellino Mel Brain
Ensuring an efficient and accessible housing waiting list	9. Common Housing register - Project Plan to be drawn up and implemented.	September 04		Bev Searle and Stephanie Wardle
Increase choice and allocation of affordable housing.	10. Choice-based lettings policy - Consider IT options and structure - Policy decision	ongoing By Dec 05		Bev Searle and Stephanie Wardle
Ensure provision of temporary accommodation as required and that it meets a decent standard	11. Temporary Accommodation - survey need for refurbishment - refurbish accommodation	Dec 04 April 05 - March 08		Bev Searle and Stephanie Wardle

OUTCOME	ACTION	TIMESCALE	RESOURCES (Existing budgets if not stated)	RESPONSIBLE MANAGER/GROUP
	12. Review of Disabled Facilities Grants - Set up Project Group and review existing process and make recommendations for future process and finance -	Completed by Aug 04		Bev Searle
Comply with Regulatory Reform Order (2002)	13. Review of Housing Renovation Grants -Identify current level of resource and need - Agree required changes with Corporate Director	April 05 May 04		Mel Brain
Effective use of skills and potential funding	14. Review of Partnership Arrangements with RSLs - Link to Housing Strategy - Develop proposals for selection - Undertake selection - Executive	By Dec 05		Mel Brain / Karen Felgate
Ensure tenants receive high standard of service from landlords.	15. Policy development work with RSLs - Probationary tenancies - Anti-social behaviour policies - Nomination issues	Ongoing		Bev Searle, Stephanie Wardle, Mel Brain

OUTCOME	ACTION	TIMESCALE	RESOURCES (Existing budgets if not stated)	RESPONSIBLE MANAGER/GROUP
	- support for vulnerable people			
	<p>16. Increase availability of special needs housing to meet the needs of older people, those with disabilities, and those with mental health problems</p> <p>- Quantify need through commissioning strategies for the relevant community care user groups</p>	<p>ongoing</p> <p>Completed by Dec 04</p>		<p>Jan Evans, Bev Searle</p> <p>Planning team</p>
	<p>17. Increase the level of support to vulnerable tenants, particularly in respect of benefit claims</p> <p>- appoint tenancy support worker to increase support to vulnerable people in temporary accommodation.</p> <p>- monitor any problems with Housing Benefit applications regularly, and agree action to resolve</p>	<p>By Nov 04</p> <p>Ongoing</p>		<p>Bev Searle/Ian Gilders</p> <p>Bev Searle, Sean Anderson</p>

**Key Theme: Promoting Independence and providing appropriate support for people with a learning disability
(Strategic Priority 2)**

OUTCOME	ACTION	TIMESCALE	RESOURCES (Existing budgets if not stated)	RESPONSIBLE MANAGER/GROUP
<p>More people with a learning disability are supported to live in their own homes.</p>	<p>1. To increase opportunities for independent living for people with learning disabilities:</p> <ul style="list-style-type: none"> - Work with RSL's to develop user friendly tenancies - Increase numbers of people with a learning disability receiving Direct Payments - Work with Housing enabling team to secure new tenancies on new housing development 	<p>March 2006</p> <p>Ongoing</p> <p>Ongoing</p>		<p>Helen Jermy (Lead Officer)</p>

OUTCOME	ACTION	TIMESCALE	RESOURCES (Existing budgets if not stated)	RESPONSIBLE MANAGER/GROUP
People with a learning disability have access to greater choice and opportunities for a range of activities.	<p>2. To introduce the new model of day support reflecting person centred planning and facilitating increased choice & opportunities</p> <ul style="list-style-type: none"> - Develop and consult on strategy, I.e. new resource centre - Develop new resource centre building - Further Development of Employment opportunities 	<p>March 2004</p> <p>Due to complete by Sept 06 ongoing</p>		<p>John Lynch (Lead Officer)</p> <p>Teresa Bell/Bev Searle (Lead Officers)</p> <p>John Lynch (Lead Officer)</p>
People with a learning disability are enabled to participate more actively in planning services	<p>3. To increase range and access to advocacy services, to encourage participation and involvement in planning of services</p> <ul style="list-style-type: none"> -Development of self advocacy - Development of independent advocacy service - Identify funding requirement 	March 2006		John Lynch (Lead Officer)
	<p>4. Re-establish the Learning Disability Partnership Board</p>	July 2004		<p>Helen Jermy (Locality Manager Learning Disability)</p> <p>Margaret Quinn</p>
	<p>5. Ensure timely completion of strategies required by the implementation of the Valuing People White Paper.</p>	December 2004		<p>Helen Jermy (Locality Manager Learning Disability)</p> <p>Margaret Quinn</p> <p>Peter Slater (Project</p>

OUTCOME	ACTION	TIMESCALE	RESOURCES (Existing budgets if not stated)	RESPONSIBLE MANAGER/GROUP
	<ul style="list-style-type: none"> - Housing Strategy - Day Opportunities Strategy - Quality Strategy - Workforce Strategy - Health Action Plans Strategy 			Manager)
	<p>6. Implement CTPLD development programme, outlined in "The Seeds of Change" document</p> <ul style="list-style-type: none"> - Clarification of team vision and values - Review and redrafting of Job descriptions where required - Review of team staffing structure 	October 2004		Bev Searle (Head of CC & H) Helen Jermy (Locality Manager Learning Disabilities) HR Team
	7. Develop a Learning Disability Commissioning Strategy	October 2004		Bev Searle (Head of CC & H)
Increase independent living	8. Increase uptake of Independent Living Fund	December 2004		Bev Searle/Helen Jermy/ John Lynch

**Key Theme: Promoting Independence and providing support for people with a physical disability
(Strategic Priority 2)**

OUTCOME	ACTION	TIMESCALE	RESOURCES (Existing budgets if not stated)	RESPONSIBLE MANAGER/GROUP
More people with a physical disability are supported to be able to live in their own homes	<p>1. To increase the number of people with physical disabilities to live at home, and promote independence.</p> <ul style="list-style-type: none"> - Continue to explore and develop range of respite services available - Continue expansion of drop in services in partnership with Voluntary agencies 	<p>Ongoing</p> <p>March 05</p> <p>March 06</p>		<p>Jan Evans(Head of Older Peoples Services)</p> <p>Jan Evans</p>
Increase take up of direct payments by people with physical disabilities.	<ul style="list-style-type: none"> - Continue to promote the take up of direct payments - Monitor the independent DP support service 	<p>March 06</p> <p>Ongoing from Sept 04</p>		<p>Alison Love</p>
	<p>Review Care Management and Day Services, ensuring effective use of both resources</p> <p>Implement new PD service</p>	<p>Dec 04</p> <p>From April 05</p>		<p>Alison Love</p> <p>Patrick Leavey</p>

OUTCOME	ACTION	TIMESCALE	RESOURCES (Existing budgets if not stated)	RESPONSIBLE MANAGER/GROUP
<p>More people with physical disabilities accessing a range of work opportunities</p> <p>Services across the district are equally accessible</p> <p>ILF uptake increased</p>	<p>2. To increase employment opportunities and implement Welfare to Work Actions (Pathways to Employment)</p> <ul style="list-style-type: none"> - Promote supported employment opportunities within the Council. - Further development of supported employment opportunities via P2E <p>3. Ensure equality of access to services and opportunities across the district.</p> <ul style="list-style-type: none"> - Review the role of Greenfield House - Review and develop opportunities for access in rural areas <p>4. Increase uptake of ILF to support independent living</p>	<p>March 2005</p> <p>Oct 05</p> <p>Ongoing</p> <p>April 05</p> <p>Oct 05</p> <p>From April 05</p>		<p>Alison Love (Lead Officer)</p> <p>P2£ / Amey West Berkshire</p> <p>Jayne Mills</p> <p>Bev Searle (Head of Community Care & Housing)</p> <p>Bev Searle</p> <p>David Tait (Day Centre Manager)</p> <p>Bev Searle/David Tait</p>

**Key Theme: Promoting Independence and providing support for people with mental health needs
(Strategic Priority 2)**

OUTCOME	ACTION	TIMESCALE	RESOURCES (Existing budgets if not stated)	RESPONSIBLE MANAGER/GROUP
People with mental health needs receive appropriate and timely response	1. Review Assertive Outreach Service after first year's operation	Jan-05 Mar-05		Jean Hodgson (Community Service Manager)
	2. Facilitate further development of crisis services - Review residential purchases to facilitate crisis accommodation - Develop local alternatives to hospital admission - Review day service provision	Jun-04 Complete 2004/ 05 In progress Jul-04 Stage one Complete		Bev Searle (Lead Officer) Ian Mundy (Locality Manager) Jean Hodgson Pam Bonding (Day Centre Manager)
	3. To create a new mental health resource centre - Capital program	Sep-05 Complete		Bev Searle (Lead Officer) Andrew Newland
	4. Facilitate development of voluntary sector services			Ian Mundy / Jean Hodgson

OUTCOME	ACTION	TIMESCALE	RESOURCES (Existing budgets if not stated)	RESPONSIBLE MANAGER/GROUP
	<ul style="list-style-type: none"> - Develop "Community Café" in partnership with Resource - Explore further opportunities for development in rural areas 	<p>Jun-04 Complete</p> <p>Ongoing</p>		
	5. Review local implementation of CPA to ensure NSF targets are verifiably achieved	Oct-04 Stage one complete		Ian Mundy
	6. Develop Action Plans to ensure key NSF targets are verifiably achieved <ul style="list-style-type: none"> - Workforce - Commissioning - Transition/ Interface issues 	Apr-04 Complete		Bev Searle (Lead Officer)
	7. Develop performance monitoring framework, encompassing requirements of West Berkshire Council, PCTs and Berkshire Healthcare Trust	Jun-04 Initial work complete		Bev Searle (Lead Officer) Teresa Bell (Head of Quality, Performance and Partnerships)
	8. Develop a Mental Health Commissioning Strategy	Dec 04 Complete		

Key Theme: Social Inclusion
 (Strategic Priority 2, refer to Corporate Equalities Plan for further details)

OUTCOME	ACTION	TIMESCALE	RESOURCES	RESPONSIBLE MANAGER/GROUP
Our services are inclusive and that all people who are frail or vulnerable feel able to access them regardless of ethnic origin; religious belief; or sexual orientation.	<ul style="list-style-type: none"> To work with Council partners and the Directors of Public Health to undertake a Community Needs Analysis of West Berkshire. 	Jan 05		Teresa Bell
	<ul style="list-style-type: none"> To undertake an equality audit of our services to assess what we are doing and identify areas for improvement. 	March 05		Quality Performance and Partnerships
	<ul style="list-style-type: none"> To work with the Directors of Public Health to ensure that socially excluded and hard to reach groups have access to the same health services and screening facilities as the rest of the community. 	Ongoing		SMT/DPHs
	<ul style="list-style-type: none"> To work with the Pathways of Employment partnership to ensure everyone has access to work, through a range of information, training and supported employment opportunities. 	Ongoing	£18k - Social Inclusion budget	P2E Steering Group/LSP
	<ul style="list-style-type: none"> To implement our day opportunities 	See 'Promoting		

OUTCOME	ACTION	TIMESCALE	RESOURCES	RESPONSIBLE MANAGER/GROUP
	strategy, to ensure that users of our services access mainstream and community facilities whenever possible.	Independence' Actions		
All users and carers can participate in all aspects of planning, delivery and quality monitoring of our services.	<ul style="list-style-type: none"> • To develop a comprehensive user/carer involvement strategy which is monitored to ensure strategy which is monitored to ensure good practice across services. • In liaison with the Corporate Equalities Group, to establish a forum with representatives from black and ethnic minority groups for consultation and communication. 	<p>Oct 04</p> <p>Oct 04</p>		<p>Quality Performance and Partnerships/SMT</p> <p>Quality Performance and Partnerships/SMT</p>

**Key Theme: Performance Improvement and Ensuring Quality Services
(Organisational Development Priority 1)
(Organisational Development Priority 3)**

OUTCOME	ACTION	TIMESCALE	RESOURCES	RESPONSIBLE MANAGER/GROUP
<p>Services are timely, focussed, responsive, effective, offer a high standard of customer care and are equally accessible to all who need them.</p>	<ul style="list-style-type: none"> To develop our Quality Assurance Framework to reflect our increased partnership working with Health. 	Oct 04		Newbury & Community Primary Care Trust (PCT)/SMT/Quality Performance & Partnership (QPP)
	<ul style="list-style-type: none"> To develop and implement the overarching elements of practice within the everyday work of social care staff. 	Jan 05		SMT/QPP
	<ul style="list-style-type: none"> To specify, procure and implement a new client IT system for Community Care. 	April 2005 (contract agreed)	Capital Programme	IT Programme Board/QPP/Amey West Berkshire
	<ul style="list-style-type: none"> To develop a comprehensive user/care involvement and participation strategy. 	Oct 04		QPP/SMT

**Key Theme: Supporting staff to develop skills and competencies to manage change.
(Organisational Development Priority 1)**

OUTCOME	ACTION	TIMESCALE	RESOURCES	RESPONSIBLE MANAGER/GROUP
<ul style="list-style-type: none"> A workforce which can effectively deliver on local and national priorities. 	<ul style="list-style-type: none"> To work with HR and our partners to develop a workforce planning and development strategy which will improve recruitment and retention of staff. 	Ongoing		SMT/Amey West Berkshire (HR)
<ul style="list-style-type: none"> A workforce who are equipped to work with and manage change. 	<ul style="list-style-type: none"> To support service modernisation objectives with a bespoke training and development programme for staff and managers. 	Ongoing	DoH Grants	SMT/QPP

**Key Theme: Building Capacity through working in Effective Partnerships.
(Organisational Development Priority 2)**

OUTCOME	ACTION	TIMESCALE	RESOURCES (Existing budgets if not stated)	RESPONSIBLE MANAGER/GROUP
High quality, well co-ordinated and best value services for users and carers.	<ul style="list-style-type: none"> To further develop and integrate working with Newbury and Community Primary Care Trust (PCT) to ensure seamless service delivery. 	Ongoing		SMT/PCT
	<ul style="list-style-type: none"> To work alongside our users to define the social care services the Council should provide and identify how these might be delivered. 	Ongoing		SMT
	<ul style="list-style-type: none"> To work with the Amey West Berkshire partnership to identify and implement the infrastructure needed to deliver improved user-focussed services. 	March 05		SMT/Amey West Berkshire
	<ul style="list-style-type: none"> To develop more joint commissioning arrangements with both Newbury and Community PCT and Reading PCT to ensure users can access services more easily. 	Ongoing		SMT / PCTs