

# Reading Borough Council's Market Position Statement for Adult Social Care

DRAFT

September 2014



**Reading**  
Borough Council

Working better with you

# Introduction

## Purpose of the Market Position Statement

Reading Borough Council is committed to stimulating and supporting a diverse, active care market where innovation and high quality care are encouraged and rewarded and where poor practice is actively discouraged. This is an important role for the Council, and a key part of shaping what kind of place Reading is.

The Market Position Statement is for any existing and potential providers of social care and support for adults, from all sectors and whether or not they are currently offering services in Reading or commissioned by the local authority. It aims to:

- give an overview of the local care market - helping providers to better understand local needs and services
- identify any new or emerging opportunities
- signal the strategic priorities and future commissioning intentions of Reading Borough Council
- start a dialogue with local providers about how we can work together to meet developing local needs

## Developing the Market Position Statement

Developing the market for care and support is a shared activity that extends beyond the Council. For market shaping to be successful, it needs to be built on engagement with other local commissioners, service providers, service users and residents to shape and realise our vision and priorities for the market in Reading.

The input of local providers is key to the development of Reading's Market Position Statement. We recognise that market shaping is an ongoing task and will regularly work on the Statement with the involvement of providers. This will help us to develop commissioning strategies to shape the vision further and give clear strategic plans. Any updates will be informed by ongoing engagement with service users and their families, and by changes to our knowledge of local needs.



The Care & Support Conference in September 2014

We expect the Market Position Statement will be increasingly influenced and used by NHS commissioners, reflecting our shared intention to progress towards joined up commissioning.

# Our Strategic Approach to Adult Social Care

In September 2014, the Council's Policy Committee agreed the strategic direction for Adult Social Care in Reading for the next 3-5 years. Fairness and independence are at the heart of this vision, ensuring we help people to thrive and lead fulfilling lives.

More detail on the Vision is available in the Committee Report ([published here](#)), but the eight drivers below will be the focus of our approach:

## Community Based Solutions

We will always aim to help people to continue to live in their neighbourhood and community where this is feasible and affordable.

## Focused use of Resources

Our interventions will offer the right level of support according to a person's assessed needs.

## Safeguarding & Risk Management

The essence of our work will be to ensure that we are balancing risk to empower and safeguard our service users.

## Work with Providers

We will work with our providers and with our in-house teams to build a philosophy of care that focuses on outcomes.

## Partnership with Health Services

We need to continue to develop an integrated and outcome-focused approach to our work with all our health partners.

## Spending Public Money Wisely

We will focus on finding the most affordable price that can deliver us the quality that our service users require.

## Knowledgeable and Informed Workforce

We will develop a workforce which can work with this vision, including staff both within the Council and those who work for organisations who provide services on our behalf.

## Valuing Carers

We will ensure that carers are informed of their right to have a carer's assessment which they can have either together with their cared for person or separately.

# Strategic Context

There are three significant areas that are driving the Council's activity in Adult Social Care:

## Implementing the Care Act

The Care Act will have a significant impact as the Council implements the changes locally by April 2015 (April 2016 for funding reforms). Notable changes include:

- A cap on care costs that limits how much an individual has to pay for their care costs, provided these costs are eligible to count towards the cap. A greater number of people are likely to contact with the Council in the future for care assessments.
- A rise in the means-tested threshold for people in residential care means more people who are currently self-funding will become eligible for state funding as their funds fall below the revised thresholds in the future.
- New duties for local authorities to take action to prevent the need for care and support and to work in a way that is 'integrated' with NHS and other health-related services.
  - New rights for carers to have assessments and services in their own right.

## Integration of Health & Social Care

Reading Borough Council already works closely with partners across health services, including the two Clinical Commissioning Groups, Royal Berkshire Hospital and Berkshire Healthcare Foundation Trust, to deliver care and support in an integrated way. The Integration Programme is delivering Reading's plans for further integration, including those set out in the local Better Care Fund submission.

Reading's plans include:

- Hospital at Home - an intensive short-term service offering support and treatment as an alternative to hospital admission
- Residential and Nursing Home Support - improving consistency and quality through training and GP and pharmacy support to reduce hospital admissions
- Time to Decide Beds - enabling patients to be discharged from hospital for community-based support, to give time to assess their needs and for individuals and families to make decisions about long-term support.

## Delivering Savings

As set out elsewhere in this document, the Council is working to ensure that it can deliver Adult Social Care to those who need it in the context of increasing demand and reducing budgets.

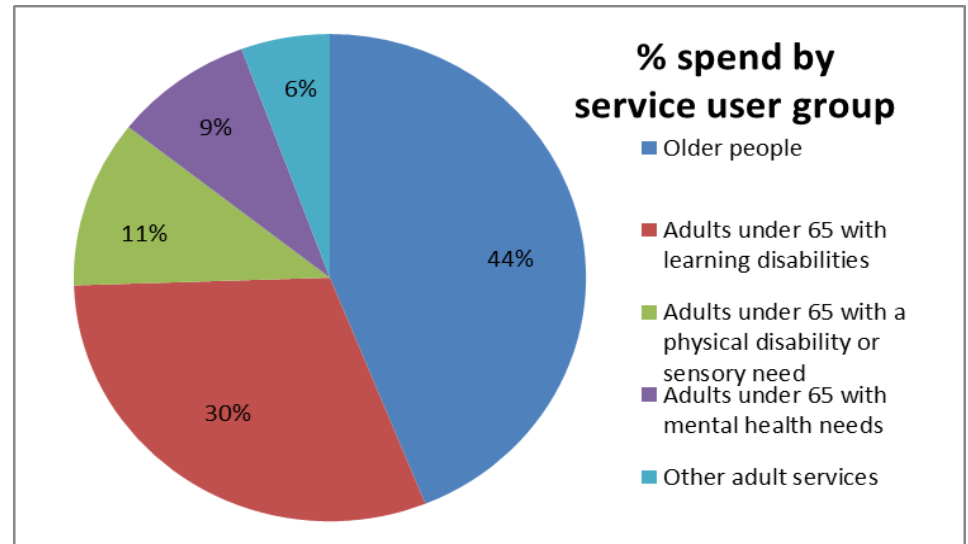
The Council has already made significant savings and will continue to work with partners to do more over the next three years. This will be delivered through a greater emphasis on prevention and independence, supported by our Reablement service and through making the most use of universal and community-based services to help people to build, retain and recover skills.

# Financial Context

The combination of cuts in Government funding and increased demands on key Council services from a growing population means that, like many other local authorities, Reading Borough Council is addressing financial challenges. We have saved £45 million from the overall Council budget since 2010 and we plan to make further savings of £10m this year and £5m in future years. Our current forecast of the savings the Council still needs to make in 2015-18 is approximately £25m. In September 2014 the Council's Policy Committee approved proposals that, subject to consultation, would save £8m towards this total.

Reading's Adult Social Care's gross expenditure for the 2013-14 financial year was £54m (PSSEX 2013/14), the largest area of spend within the Council. The growing demand for support and the need to implement the Care Act means that the Council's budget will continue to be under increasing pressure. We need to work closely with our partners to help us make further savings over the next three years by changing the way we work.

When Adult Social Care spend is broken down by service user group, the largest area of spend (44%) is support for older people. Within the budget for supporting older people, residential and home care are the areas with the highest level of spend.



A significant changes introduced by the Care Act is the cap on care costs, so that more people who pay for their own care will become eligible to have their care paid for by the Council. It is thought that Reading has a lower number of “self-funders” compared to neighbouring councils, but this will still introduce increasing demand for Adult Social Care services. An important element in controlling future Council spend will involve supporting people to make informed choices, and working with the market to meet these needs appropriately.

# Working with Providers

We recognise that our ambitions mean that we are placing a high expectation on providers, and that the Council has a role in providing support with this. Our offer of support to providers can be understood in four parts:

## Supporting Staff Development

We support the professional development of the workforce through the Council's Learning and Workforce Development Team. The team provides a range of support, including a subsidised training programme and fully funded access to Safeguarding Adults Level 1 training. Online training is available and there is access to "train the trainer" programmes to support providers to develop their in-house resources. The team also offers advice and guidance on training, including access to resources, individual support and information, and local and regional initiatives such as 'Skills for Care' regional network meetings. More information can be found on the Council's website: [www.reading.gov.uk/pvitraining](http://www.reading.gov.uk/pvitraining)

## Supporting Quality

The Council's Social Care Quality Team leads the work to support providers with continuously improving their services. We work intensively with any providers that fall below the expected standards of the Council or the Care Quality Commission to ensure a consistent quality across all providers. Increasingly we want to work proactively with providers to address issues early, and we will use our quality process and discussions with providers to support this. More detail on this work can be found in the '[Quality](#)' section.

## Supporting Diversity

We are keen that we have a range of providers in Reading, and we will adapt our approach to ensure we support providers of different sizes and across different sectors in the best way possible. We regularly review our procurement approaches to ensure that these do not create unnecessary barriers to smaller providers. The Council supports and works with Reading Voluntary Action in their role to strengthen Reading's lively and varied voluntary and community sector.

## Information Sharing and Engagement

We invite providers to attend a number of forums and events that offer an opportunity for information sharing, feeding into the Council's plans, networking and supporting others. More detail about these can be found in the '[Engaging with Providers](#)' section.

# What's Important to Service Users?

From the range of ways that we engage with and talk to service users, families, carers and the wider population about their views and priorities for care and support (see 'Engaging with Service Users' for more detail), we have gathered a large amount of information about what is most important to the people who use services:

## Personalising support

Services users are increasingly using personal budgets to arrange their care, and this has allowed new information about people's preferences for support services to emerge. This tells us that people prioritise support that means they can have as much contact as possible with family, friends and their communities, in place of more institutionalised support.

## Support to stay at home

When we interviewed people using homecare services in 2013, most people said how important their service is to them to enable them to manage their daily lives. Family carers also valued the service to give them help with certain tasks or provide a 'back up' service so they are able to take breaks. Although most people described their experiences of home care as positive, there were also a number of issues which were shown to need improving. These include the timeliness of visits, consistency of care workers and training for care workers.

## Community & preventative services

Our last consultation on preventative services showed there were a range of views about the most important support, showing that it is important to offer choice and a range of provision. The *Let's Talk Care* consultation in 2013 showed that day care and activities for older people are valued services and older people want support to stay in touch with their communities.

## Neighbourhood Focus

Recent cross-Reading feedback from older people has been that they want to be able to access more services from local places like GP surgeries, community centres and libraries. Patient and service user groups support the idea of care services being 'clustered' at a local level.

## Support to find employment

People of working age with long-term health conditions including learning disabilities, autism, mental health needs and physical disabilities, have told us that they would like more support to help them find work and stay in work when they get a job.

## Living independently

When we consulted on the Supported Living Provider List (SLASL) in 2014, service users of supported living highlighted that they value the freedom that supported living gives them, the flexibility to see their family and friends. Being able to live independently was a key outcome for people, with help to manage money and maintain their flats rated as very important. Family carers also talked about how they valued the way that supported living helped their relatives to develop social networks and maintain skills to live independently.

# Local Needs & Demand - Reading

Changes in the population and levels of need will impact of the future of care and support services, both nationally and locally. A summary of what's known about the local need and demand is presented here. Much more detail on local needs is available in Reading's Joint Strategic Needs Assessment (JSNA) - [www.reading.gov.uk/jsna](http://www.reading.gov.uk/jsna)

## Reading's population is increasing

Reading has a population of 155,700 people living in 62,900 households (2011 Census). This is a 9% increase over the previous decade, and it is predicted that the population will continue to grow to 161,800 in the next 10 years.

From 2001 to 2011, there was a particularly significant increase in the 0-19 age group. The 30-59 age group increased but at a slower rate of change than over the previous decade. The 60-74 age group increased by 8%, and there was a slight decrease in the 75+ age group.

## Reading's older population is increasing steadily

POPPI (Projecting Older People Population Information System) estimated that there were 19,400 people aged 65 years or over living in Reading in 2014. There are higher numbers of people aged 65 or over in North (Peppard & Thames wards) and West (Tilehurst & Norcot wards) Reading. POPPI projects that Reading's 65+ population will continue to increase, to 26,700 in 2030:

	Projected figure and % increase on 2014 (POPPI data)				
	2014	2015	2020	2025	2030
All people aged 65 plus	19,400	19,400 (+0%)	21,200 (+9%)	23,800 (+23%)	26,700 (+38%)
People aged 85 plus	2,900	2,900 (+0%)	3,400 (+15%)	4,100 (+30%)	4,800 (+40%)

## Reading is becoming increasingly diverse

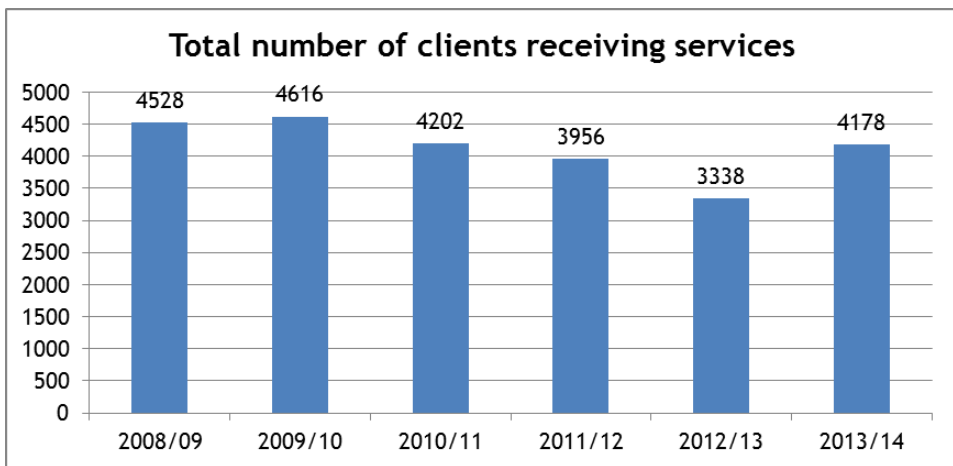
According to the 2011 Census, a greater proportion of the population in Reading (33%) is from minority ethnic backgrounds than nationally (15%) or across Berkshire West (18%). Trend data suggests that the greatest increase in the BME population in Reading over the past nine years has been in the Asian and Asian British population and the Other White Background populations.

13% (RAP 2013/14) of Adult Social Care clients in Reading are from a BME group. This is a higher proportion than the regional and national averages. The majority of these clients are Asian or Asian British, or Black or Black British. For clients with mental health problems, the proportion of clients in Reading who are from BME groups increases to 24%.



# Local Needs & Demand - Adult Social Care

In 2013-14, 4178 people received Adult Social Care services in Reading - either provided or commissioned by the Council. This doesn't include the number of adults who receive support from community based 'preventative' services, some of which are commissioned by the Council, and adults may use these services instead of or in addition to formal social care.

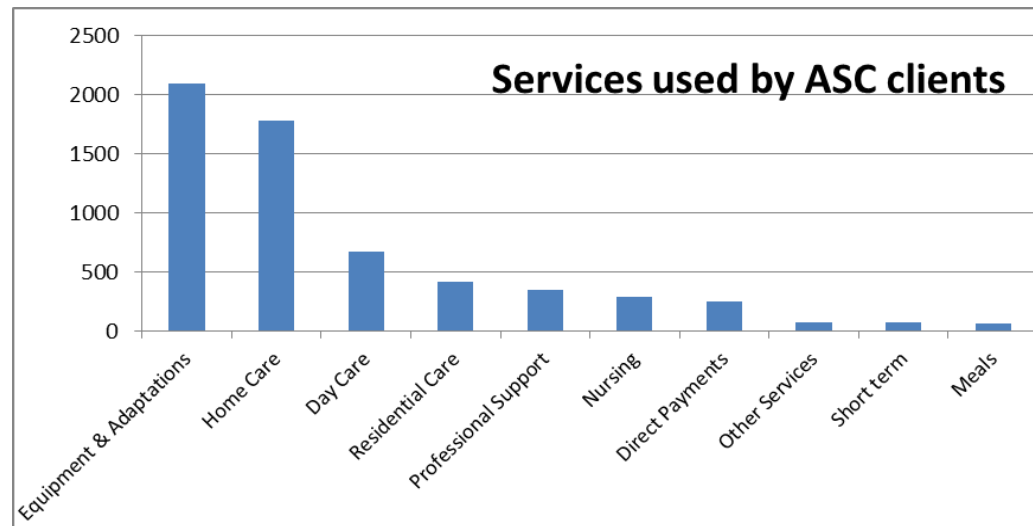


The number of people using Adult Social Care services had fallen from 2009-10 because of a change in the eligibility criteria and the success of the Reablement service. The numbers have increased between 2012-13 and 2013-14, and the population data presented above suggests that the number will continue to rise in future years.

While demand is dropping for traditional care services, people are increasingly looking for support to help them carry on with activities they enjoyed before they became frail or unwell. There is a national trend towards more people choosing support to keep living at home rather than in a home, and more flexible care arrangements.

The majority of people - 62% - using Adult Social Care services are 65 and over (RAP 2013/14). For both people of working age and older people, the most common care need is physical disability, frailty and sensory needs. Mental Health and Learning Disabilities are more common care needs for people aged 18-64.

The main types of care services used by people (RAP 2013/14) breaks down into the following categories:



Further information in Reading's Joint Strategic Needs Assessment 2014: [Borough Profile Overview](#)

# Older People

Older people are the largest single group receiving services from Adult Social Care, comprising 62% (RAP 2013/14) of all users of services. Spend on older people is 44% (PSSEX 2013/14) of Adult Social Care's gross budget. Of the older people using Adult Social Care services last year, the majority needed support because they had become frail on account of age.

There is a higher ratio of elderly clients with physical disabilities in Reading than there is nationally. This suggests that, although the population of older people in Reading is smaller than the national average, there may be a higher-than-average level of need within this population.

While Reading's over 65 population is expected to grow steadily, the increase will not be as steep as in the other Berkshire local authorities, with the neighbouring local authorities of West Berkshire and Wokingham both having higher and more rapidly increasing 65+ populations.

The impact of the population growth across Berkshire will be significant for Reading when considering the development of new care businesses or the expansion of existing businesses within the borough, as services will likely be in greater demand from people beyond our borders.

Further information in Reading's Joint Strategic Needs Assessment 2014:

[Independence in Older Age](#)

[Transport Accessibility for Older People](#)

[Falls and Mobility](#)

[Access to Social Care/Personalisation](#)

# Physical Disabilities & Sensory Needs

7,194 people in Reading aged between 18 and 64 are estimated to have a moderate physical disability and 1,969 of these are estimated to have a severe disability. PANSI (Projecting Adult Needs and Service Information System) estimates that this will increase by 8% and 12% respectively by 2030.

In 2013-14, a total of 623 people aged 18 to 64 with a physical disability and/or a sensory need accessed social care services (RAP 2013/14). The large majority of these (95%) received community-based services. In 2013 there were 378 people in Reading registered as Deaf (including 16 children); 424 people registered as Blind (20 children) and 50 residents registered with Dual Visual Impairment & Hearing Impairment. More people with visual impairments are assessed than people with hearing loss.

Evidence shows that people living with long term health conditions are at increased risk of hospital admission, and our plans to work with health colleagues on developing local services to reduce emergency admissions and facilitate hospital discharge are very relevant to this section of the population.

Further information in Reading's Joint Strategic Needs Assessment 2014:

[Physical Disability and Sensory Impairment](#)

# Learning Disabilities

PANSI estimates that 2576 adults (18-64) in Reading have a learning disability and that this will rise to around 2672 by 2030. In 2013-14, 449 people with a learning disability accessed social care services (RAP 2013/14). 90% of these were aged between 18-64 years.

69% of adults with learning disabilities in Reading are living in settled accommodation, compared to the national average of 75% (ASCOF 2013-14). The number of adults with learning disabilities in Reading in paid employment is above the national average - 7.8%, compared to 6.8%. Reading's strategic intention is to increase these figures, to support more learning disabled adults to live in their own homes rather than in institutional settings and to be supported to find and retain employment.

Further information in Reading's Joint Strategic Needs Assessment 2014: [Adults with Learning Disabilities](#)

## Autism

92 adults eligible for social care services are known to have a diagnosis of autism. Of these, 75 also had a learning disability and one was known to mental health services. It is known that this is a very small proportion of the number of people in Reading who have autism; as a spectrum condition, many people with autism are below the threshold for social care support, or may not have a diagnosis. Getting specific data on people with autism is problematic, but the number of children and young people diagnosed with autism suggests that prevalence is increasing.

Further information in Reading's Joint Strategic Needs Assessment 2014: [Adults with Autism](#)

# Mental Health Needs

As of March 2014, 545 Adult Social Care service users aged between 18 and 64 needed support primarily because of mental health need - a significant increase from 322 service users in 2012-13 (RAP 2013/14). The vast majority of people (95%) received community-based services, and the number of people with mental health problems supported in residential care in Reading has almost halved since 2010.

Mental health provision does not reach all sections of the population evenly, with those living in deprived areas, older people, and black and minority ethnic groups (BME) tending to face barriers to access. 85% of people with mental health needs being supported live in their own home or with their family and 15% of people with mental health needs are in paid employment, both higher than the England average.

1,535 people who are registered with GP Practices in Reading are recorded as having schizophrenia, bi-polar disorder or other psychoses. This equates to a significantly lower proportion of the population than the national average but a higher proportion than the average in the NHS Berkshire West area.

Further information in Reading's Joint Strategic Needs Assessment 2014:

[Mental Health](#)

[Mental Health in Old Age](#)

# Drug & Alcohol Dependence

According to Public Health England, the estimated number of heroin and/or crack users in England and Wales has fallen since peaking in 2005-06 at 332,090 to 298,752 in 2010-11. In the same period, the estimated number in Reading has risen slightly from 1,271 to 1,363, with the rate per 1,000 population remaining stable (12.36 in 2005/6 and 12.38 in 2010/11).

Reading has a high and growing demand for drug treatment, with a higher rate of drug users amongst its population compared to other areas. Around 5.5 people in every 1,000 living in Reading were in drug treatment during 2012, a higher rate than the national average, the South East region and the average of local authorities with a level of deprivation similar to Reading's. Over 35% of non-opiate and 8% of opiate drug users leaving drug treatment are successful completers.

Key data supplied through information collected nationally indicate that Reading has significantly higher incidence of binge drinking and alcohol related crime, and a higher rate of Incapacity Benefit or Severe Disability Allowance claimants who cite alcohol use as their main medical problem.

Further information in Reading's Joint Strategic Needs Assessment 2014:

[Drugs Misuse](#)  
[Alcohol](#)

# Carers

The 2011 Census identified 12,211 carers in Reading. Of these, 21% (2600) were providing unpaid care for more than 50 hours per week. The Census showed there was a small increase in the percentage of Reading's population which is providing unpaid care from 7.7% in 2001 to 7.9% in 2011.

Reading still has a lower proportion of its residents involved in unpaid care than either the South East average (9.8%) or the England & Wales average (10.3%). This is probably because Reading has a younger than average population overall.

Carers are at risk of having poorer health than non carers and of struggling to have a life outside caring. Young carers are at an increased risk of social isolation, poor school attendance and becoming NEET (not in education, employment or training).

Giving carers information about the support available to them helps to reduce these risks. The Council is anticipating contact with a greater number of carers in the future, because of the changes in the Care Act that increase the rights of carers to have needs met in their own right.

Some carers are under represented in the groups using support services currently. Extra effort needs to go into reaching these 'hidden' carers, including those from minority ethnic backgrounds.

Further information in Reading's Joint Strategic Needs Assessment 2014:

[Carers](#)

# Reading's Market for Care & Support

This section presents the current market for care and support and the trends and planned commissioning intentions in Reading. Providers told us that they want to be able to easily see the detail about the service they provide - and so this section is organised by the type of care delivered. However, we need to start thinking more about a person's pathway through care and support in line with the Council's 3-5 vision for Adult Social Care, rather than segmenting by different types of service.

The list below identifies the Council's key commissioning priorities, some of which are explored in more detail in the relevant section:

- Increasing Extra Care Housing
  - Reducing residential care use and cost
  - Increasing provision for people with dementia
  - Increasing nursing care home places
  - Re-commissioning home care by:
    - implementing the Ethical Home Care charter
    - reducing the number of providers
    - working with providers to 'step up' to partnership approach
  - Continuing to increase supported living options, while reducing the number of providers through the Supported Living Accreditation Select List (SLASL)
- Expanding the Council's 'Shared Lives' scheme
  - Improving user & carer engagement
  - Improving the quality of service delivery
  - Refreshing the Council's priorities for prevention to fit with the Care Act, and using this to review Adult Social Care grant funding
  - Improving the use and support to use Direct Payments

# Community & Preventative Services

Reading has a strong focus on promoting and supporting access to services in the community and preventative support that can reduce or delay someone's need for more formal, intensive care and support. These services, which minimise the demand for Adult Social Care support, include those which strengthen social networks and provide information and advice.

## Current Provision

Our Adult Social Care services are there for all adults who need support to stay well or live independently in the community, and we work with Children's Services to support anyone providing unpaid care to someone with an illness or disability.

- Everybody who contacts Adult Social Care can access free information and advice
- We can provide simple services such as equipment to anyone if an initial discussion shows that someone would benefit
- Everyone is able to access intermediate care (such as our multi-disciplinary Reablement service) if an initial assessment shows they would benefit from this - for up to 6 weeks free of charge
- Every carer is entitled to an assessment of their needs in their own right and may be eligible for help to enable them to continue in their caring role



Reading Older People's Day October 2014

Reading's Adult Social Care service offers direct support to organise care for those with higher level needs. In addition, and primarily through our allocation of grant funding to third sector organisations, we consider the needs of the wider population.

Reading has a strong voluntary and community sector that delivers a wide range of support and services. The Council's Adult Social Care service is committed to supporting these services, and spends £1.28m a year on preventative services from the voluntary and community sector. In 2014/15, the Council had funding arrangements across 34 different organisations, to deliver diverse provision for different communities and people. The services provided fall into the broad categories of:

- Information, advice and advocacy
- Support for carers
- Early intervention to prevent or slow a deterioration in health
- Support for people with care needs to live independently
- Strengthening social connections with communities for vulnerable adults

The voluntary and community sector has important links to people and communities and can often offer support to those with care and support needs that might not come into contact with Council services.

# Community & Preventative Services

The Council takes the view that there is an ongoing need for specialist day care for older people, although demand has been falling recently. This service has therefore been available from one rather than two centres since September 2013. The Council has created a new team to develop 'Neighbourhood Older People's Services'. Council officers are working with older residents and community groups to develop opportunities for older people in their local area. This approach has been very successful in Caversham and Southcote, and the aim is to adapt and extend it to other parts of the town and to support younger residents with support needs.

'Universal' services in the areas of community safety, health and well-being, housing, training, sports and leisure can all play a key role in helping people to stay safe, well and independent. Investment in our schools and youth support can pay even longer term dividends in respect of adults with disabilities or long term conditions. This is recognised throughout the local authority and there is a strong corporate commitment to providing and promoting services which are appropriate for and accessible to adults with disabilities, long term conditions or caring responsibilities.

## Areas for Development

The Care Act gives local authorities new responsibilities to arrange services which prevents or delays the need for care and support. It also strengthens the duties to provide information and advice. These changes create an opportunity for the Council to review its offer of preventative and community-based services to ensure that the support provided meets requirements and offers an effective range of services.

Over the next year we will work with service users, carers and providers in the voluntary and community sector to identify a series of priority outcomes for organisations to bid against for grant support. This will ensure we meet new needs, such as the requirement to offer independent advocacy, and avoid duplication. The Council's prevention framework will be revised to meet our new statutory responsibilities.

Support to help people with disabilities find training and work opportunities will be introduced through a supported employment services to be introduced in late 2014.

## Reading Borough Council's Future Plans:

- Developing plans to move to "full intake model" for Intermediate Care
- Increasing opportunities for neighbourhood services across the borough
- Working with service users, carers and voluntary and community sector organisations to identify the priority outcomes for future preventative services
- Introduce a supported employment service for people with disabilities to increase support to find employment

# Carers Services & Support

People who provide unpaid care for a partner, family member or friend play a vital role in supporting people with care and support needs. Supporting carers to sustain the role they provide means that people can often stay in their own homes or communities for longer, when they would otherwise need more formal care and support services.

## Current Provision

During the assessment process for Adult Social Care services, carers' own needs and input are taken into account. Carers are also offered their own assessment. Depending on the individual circumstances identified, further support may be provided such as adaptations or equipment, emergency back-up, or a payment from the Carers Breaks and Opportunities Fund. The Fund provides support through Direct Payments to be spent on whatever the carer feels will best help to relieve the stress of their caring responsibilities.

The Council works in partnership with health services and voluntary sector organisations to provide support to carers, and to ensure that there are routes for information, advice and support available to them. This includes efforts to increase awareness of carers, supporting carers to take breaks from caring and to facilitate access to training and peer support.

Young carers aged under 19 are supported through the Council's Young Carers project. Young carers can attend age-appropriate groups to get a break from caring and support to manage their caring role.

In Reading, we have seen a 12% increase in the number of carers from 2001 to 2011. It is anticipated that the number of carers known to the Council and requesting a Carer's Assessment will increase in the future when carers gain new rights under the Care Act and the Children and Families Act.

## Areas for Development

The Care Act strengthens a carer's right to support from local authorities and to be involved in developing care and support plans. Although the Council already offers support to carers beyond that required under current legislation, work is underway to ensure that the support is robust enough to meet these increased requirements. The Council expects providers to support this by becoming more 'carer aware' and reflecting this across service provision and in signposting carers to other sources of support.

We plan to work with health and social care partners across Berkshire West to build on our current joint commissioning of carers support. Our aim is to ensure a consistent range of services is available, particularly to improve the experiences of carers living in one local authority area who care for someone living within another local authority boundary.

## **Reading Borough Council's Future Plans:**

- Building on our existing support to carers to ensure we meet the strengthened requirements set out in the Care Act
- Working with partners across Berkshire West to deliver a consistent offer of support for carers



# Drug & Alcohol Services

## Current Provision

From October 2014 there is a single integrated Drug and Alcohol treatment and recovery service across Reading. IRiS Reading (Integrating Recovering in Services) will be provided by Cranstoun.

The primary aim of the new provision will be to modernise and produce a system that is efficient, robust, cost effective and is embedded within a wider partnership across Reading. It will seek to offer a vibrant, varied and positive experience for service users, who are affected by drug and alcohol problems. It will also seek to actively engage with the diverse range of populations and communities that exist within Reading.

## Areas for Development

The recovery model requires a more holistic, assets based approach that builds on the capacity available within a person, their family and their community. This approach requires close working between drugs and alcohol specific services, mainstream provision, and community and voluntary services. This includes links to peer support networks that can strengthen and support the recovery process.

While the Council has no plans for further commissioning for drug and alcohol provision, it will support the partnership working required to successfully embed IRiS in Reading.

# Direct Payments

## Current Provision

The Council supports service users to take greater control of the way their needs are met through Direct Payments. The Personal Budgets Support Team helps people to find out about services, decide the best options for them, and to develop their support plan.

## Areas for Development

The number of service users with a direct payment has increased over recent years, and the Council aims to continue this increase. This increase should be across all client groups, so that even those with higher levels of need are supported to take greater control of their support through a Direct Payment where possible.

The Council would like to work with providers to explore how they could provide support to service users to manage their Direct Payment.

## **Reading Borough Council's Future Plans:**

- Increasing the number of service users with Direct Payments by continuing to provide help to enable people to manage their own support
- Work with providers to support a greater number of people with higher levels of need to use Direct Payments

# Home Care

Home care (also called domiciliary care) involves care workers visiting people in their own homes to give them help and support. This support can be with getting meals prepared, ensuring medication is taken, or helping people to get washed, dressed and out of or into bed.

## Current Provision

85% of home care in Reading is purchased from external providers, with the remainder being provided through the Council's Intermediate Care service. Among external providers, three have over 40% of the market for Council commissioned care, and a further 14 providers share 22.5% of the market. The Council commissions home care through a Domiciliary Care Accreditation Select List (DASL).

Whilst the number of individuals in receipt of a home care package has reduced, the number of providers has doubled. Capacity is stretched, and over the 2013-14 winter period very few providers took on more clients and grew their business to respond to winter pressures. The market is also experiencing quality issues, and providers report difficulty in recruiting - suggesting the market is static in Reading.

The number of home care hours provided and the number of people receiving home care are both on a reducing trend, though the budget remains steady - so the borough is purchasing fewer packages of care, but at higher prices.

## Areas for Development

Reading Borough Council is committed to the principles outlined in UNISON's Ethical Care Charter for home care services, working to establish the safety, quality and dignity of care by ensuring a certain standard of employment conditions. The Council signed the Charter in 2014, and wants our providers to do the same.

The Council's current framework for home care service ('DASL' - Domiciliary Care Accreditation Select List) is coming to an end, and work on re-tendering has begun. The list will be significantly shortened from the current 20, and the new framework will require providers to adhere to the Ethical Care Charter, including a requirement to pay staff at least the National Living Wage. Focusing our resources on fewer providers will help us to encourage these providers to develop and grow their businesses to provide good quality, and flexible services in the borough.

We will continue to explore how new technological solutions such as Telecare can give residents better care. We are planning to ensure Electronic Time Recording is used by all providers in 2015 which will give more efficient use of time, improve risk management and address the growing issues of missed calls.

## Reading Borough Council's Future Plans:

- Re-tendering for the Domiciliary Care Accreditation Select List (DASL)
- Implementing the UNISON Ethical Care Charter for Home Care Services for Council-run services, and working with providers of home care services to encourage their sign-up
- Introducing Electronic Time Recording by 2015

# Extra Care Housing

Extra care homes are an exciting addition to the forms of housing available for older people in Reading that provides access to support, but at a lower cost and in a way that means people retain more of their independence. This market may be of particular interest to home care providers who are looking to diversify.

## Current Provision

In 2008, Reading Borough Council made a policy commitment to developing Extra Care schemes across the town, to fully develop the option of Extra Care Housing and realise the benefits of using this as an alternative to residential care. A mix of commissioned and in-house provision means there are 100 Extra Care Housing units currently in Central and West Reading.

The anticipated reduction in use of residential care in the future means that Extra Care Housing is likely to increase as an option that appeals to older people as they become frail and/or develop care and support needs. With the increasing focus on neighbourhood services for older people to complement the more traditional day care offer, the development of Extra Care also needs to be considered for its potential to contribute to meeting the needs of the wider elderly community.

## Areas for Development

The Council will continue to expand the number of units of Extra Care Housing available as an alternative to residential care, to meet the 240 units that the Council had planned to deliver 2008 policy commitment. This future development will be focused on sites in South and North Reading to ensure a good provision of Extra Care Housing across the borough. This spread reflects the desire of many older people to remain close to the neighbourhood in which they currently reside in order to maintain social and support networks.

A needs analysis is planned to understand future demand and if additional Extra Care Housing is required on top of the 240 planned units. This needs analysis will be carried out in 2014-15, and the results will inform the Council's future plans and will be updated in this document.

The need for Extra Care Housing that is suitable for people with dementia has already been identified, and the Council is interested in exploring options to provide this in a specialist unit or wing of a unit.

## **Reading Borough Council's Future Plans:**

- Continuing to increase provision of Extra Care Housing through development of further units in North Reading (on the site of the former Arthur Clark Care Home and Albert Road Day Centre) and in South Reading
- Working with providers to ensure Extra Care Housing is available that is suitable for people with dementia
- Completing a needs analysis of future demand for Extra Care Housing to inform the Council's plans for any future developments

# Supported Living & Shared Lives

Like Extra Care Housing, Supported Living and Shared Lives provides an alternative to residential care. These options are particularly suitable for younger people who, where it is appropriate, can live more independently in the community with access to support at a suitable level for their needs.

## Current Provision

The Council currently uses approximately 25 generic providers and 12 specialist providers, covering a range of need within Supported Living. People with learning disabilities are the largest client group at 44%, closely followed by people with mental health support needs at 37%.

The Reading Shared Lives scheme is run by the Council and offers accommodation and support in a carer's own home, either as a permanent placement or as respite (overnight or day care). In July 2014 there were 56 carers supporting 66 clients. 93% of service users are people with learning disabilities. Of the 47 service users, 23 are permanent residents and 24 used the service for respite.

The market is of good quality and sufficient for the borough's needs. Use of Supported Living and the Shared Lives scheme has increased over time and it is anticipated this will continue as we promote alternatives to residential care that enable people to live more independently in a local community.

## Areas for Development

The Council is currently in the process of tendering for a Supported Living Accreditation Select List (SLASL), where a smaller number of providers will make it easier to continue to improve quality. Supported living provision should increasingly focus on maximising people's abilities and skills. The Council has a responsibility to regularly review placements and ensure providers are focused on improving outcomes for their clients.

The Council is committed to achieving continuity of support for people when they move through different stages of their lives. We would particularly like to work with providers who can support young people through to adulthood and who can continue to work with people during changes to their condition.

We will continue to develop our supported living provision for people with challenging behaviour and we want to work with and support housing providers who can help us achieve this in ways that provide cost effective and responsive support.

There is potential to develop Shared Lives to support other client groups, such as older people. This proposal needs further scoping to understand how this would work in practice.

## **Reading Borough Council's Future Plans:**

- Completing the tender process for the Supported Living Accreditation Select List (SLASL)
- Taking a more focussed approach to improving the quality of Supported Living provision
- Developing commissioning intentions for supported living for people with learning disabilities from completing a more detailed analysis of current and future needs

# Residential & Nursing Care

Care homes offer accommodation and personal care for people who may find it hard to live independently. There are two types of care home - residential care and nursing care. Nursing care homes are for people with a higher need for some medical support, which is available 24 hours a day from a qualified nurse.

## Current Provision

Reading has a total of 41 registered care homes within the borough, providing both nursing and residential care. 17 provide services for older people, 20 are for people with a learning disability, and 4 are for people with mental health needs. The service provision has remained stable over the past few years, with new homes opening to replace those that close or deregister.

Reading is currently more dependent on residential and nursing care and spends a higher proportion of its budget on these service areas than some similar authorities. The Council has been working with providers to introduce services that aim to reduce the number of people needing to move to a care home. There is still a steady demand for nursing home care due to an increasing number of very frail older people who require a higher level of care.

## Areas for Development

**Dementia** - 75% of nursing care beds for clients with dementia are held in one home. Market failure in this area is therefore a significant risk, and we are seeking to develop alternative services as a result. The Council's Quality Team is focusing on supporting quality among residential homes that specialise in dementia.

**Nursing care for older people** - we are reliant on a small number of providers for nursing care provision, with five nursing homes in the borough. Further needs analysis work is being undertaken around nursing care to inform our future plans, including a tender for developing nursing care at a site in Southcote.

**Bariatric Care** - whilst Reading does not currently have many people with bariatric needs requiring residential/nursing care, it is known that providers can lack the necessary equipment and the additional staff to adequately cater for bariatric care.

**Complex Behaviour** - another area of limited capacity is for people with complex behavioural needs. An increase in capacity across the West Berkshire area near Reading to meet future needs for this group would be welcomed. More broadly, a needs analysis to understand future demand for residential care for people with learning disabilities is currently underway.

## Reading Borough Council's Future Plans:

- Increasing the range of provision for people with dementia and people with complex behavioural needs
- Tendering for new provision in Southcote to address the current pressure on nursing beds for over 65s and ensure provision is available that can cater for bariatric care
- Working in partnership with Health colleagues to support care homes to prevent avoidable hospital admissions
- Developing any commissioning intentions for residential care for people with learning disabilities for a needs analysis

# Quality

Reading Borough Council has significantly developed its approach to quality in the last three years. The Council's Quality Monitoring Procedure sets out our approach to the performance monitoring of providers. Our aim is to work with all providers within the borough on continuous improvement, working particularly intensively with those who have fallen below the expected standards of the Council, or the Care Quality Commission. We want to work proactively with providers to identify and rectify issues before they become significant for service users.

## Performance Monitoring

A risk matrix is used to help identify providers who we believe need closer monitoring and support, taking information from a variety of sources, including Safeguarding reports (see right). These are collated to inform quality discussions.

When a provider is flagged as high risk through this monitoring process, Quality Officers decide on an appropriate course of action, which might include a quality monitoring visit, support with training or service user reviews.

## Safeguarding

The Council's Safeguarding team works closely with the Quality team to ensure that safeguarding incidents are flagged and are included in a provider's overall quality profile. Approximately one third of referrals are now coming from vulnerable adults themselves or family members, which suggests more vulnerable adults feel safe to disclose abuse. We have seen a reduction in complaints and our safeguarding and quality concerns are now resolved faster and investigated more thoroughly than they have been in previous years.

## Using Service User Feedback

We work with providers to collect and monitor feedback from people about the services they use. It is a contractual obligation for our providers to have their own internal quality monitoring activity and that service user satisfaction is measured as part of this. When the Supported Living Accreditation Select List (SLASL) is implemented, service user feedback will be a key measure of quality and used in the annual quality assessment of providers to determine their revised quality score. A similar approach will be introduced when the Domiciliary Care Accreditation Select List (DASL) is re-tendered.

## Promoting Dignity

Organisations are encouraged to sign up to Reading's Dignity Charter to demonstrate their commitment to delivering high quality care services that put the people who use their services at the heart of what they do. The Charter has 12 pledges towards dignity in care that were developed with service users, carers and providers. Care providers that sign up to the Charter are expected to maintain certain standards against these pledges and performance against the standards is monitored.

# Engaging with Service Users

There are a number of ways that service users, carers and residents are involved in shaping and developing care and support services in Reading. This ranges from feedback such as comments and complaints, surveys and consultation events, and involvement in commissioning and staff interviews.

The Council supports a variety of forums and partnerships that invite the participation of member of the public from different backgrounds, age groups, abilities and disabilities. These include:

- Older People's Working Group
- Carers' Steering Group
- Physical Disability and Sensory Needs Network
- Learning Disability Partnership
- Learning Disability Carers Forum
- Bennet Road Day Services - Learning Disability Service Users Forum
- The Maples Day Services - Carers Forum
- Compass - Mental Health Forum
- Access & Disability Working Group
- Disability Strategy Group

The forums meet regularly and give people an opportunity to share their experiences of using services and to work with commissioners and providers on driving up quality or developing new provision.

In addition to these forums, an Adult Social Care User Panel spans all services and allows interested people to be involved more intensively in service developments - mystery shopping, appraising funding bids or sitting on interview panels, for example.

Providers are encouraged to promote engagement opportunities to their service users, as well as accessing the minutes and reports of the various groups that are often available on the Council's website.

It is recognised that providers will have strong understanding of the views and needs of local people, through their engagement with users while delivering their services, and the Council welcomes providers who share this feedback.

Healthwatch Reading supports people to have a stronger voice about local health and social care services. Healthwatch is an independent organisation which can view existing services, produce reports on the way services are run, and make recommendations to improve or help influence how services are set up. As a consumer champion, Healthwatch Reading have an important role in encouraging people across communities in Reading to have their say and challenge local services.

The views of service users (whether eligible for Adult Social Care funding or self-funded) on care and support is an important part of shaping the future of the local market. The range of engagement opportunities set out above has been used to gather feedback from people on priorities for care support, current experiences and gaps or areas for further development. This has informed the Council's Market Position Statement, and this will continue as the Council's work to shape the market develops.

More information about how to Get involved is available [on the Council's website](#).

# Engaging with Providers

The involvement of providers in addressing local issues and gaps and strengthening links between different organisations and sectors is critical to the Council meeting its responsibilities for shaping and driving the local market. This Market Position Statement has been informed by this engagement, and we plan to continue this approach as we develop and deliver our plans for Adult Social Care.

Reading Borough Council has care provider forums, meeting quarterly, that provide an opportunity for updates on developments, discussion of issues arising and an opportunity to share experiences and ideas. There are three forums for different areas of the market - Residential and Nursing, Supported Living and Domiciliary Care.



Care & Support Conference September 2014

The Council will take a more structured approach to engaging with providers, and encouraging providers to take a more active role in supporting the delivering of the Market Position Statement and development of the local market. The newly-established Market Position Statement Reference Group will progress the more detailed work to develop the Market Position Statement and ensure it remains a useful and effective document for providers. The group will also support how we engage with providers more widely across all sectors and areas of the care and support market, such as planning for the quarterly Care and Support conferences

Providers who are interested in finding out more about any of these engagement opportunities should contact the Council's Contracts & Commissioning Team: [Contracts.Team@reading.gov.uk](mailto:Contracts.Team@reading.gov.uk)