

**READING BOROUGH COUNCIL  
REPORT BY DIRECTOR OF ADULTS AND HEALTH SERVICES**

<b>TO:</b>	Health and Wellbeing Board		
<b>DATE:</b>	15 March 2019	<b>AGENDA ITEM:</b>	15
<b>TITLE:</b>	ADULT CARE AND HEALTH SERVICES - DIRECTION OF TRAVEL "SUPPORTING OUR FUTURE"		
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**1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY**

- 1.1 The purpose of the report is to set out the strategic direction of travel supporting Adults including children's transitions - entitled "Supporting Our Future".
- 1.2 The report provides an overview of the context and rationale for the development of Supporting Our Future for Adults, and seeks approval for the approach set out under the prevention agenda.
- 1.3 The draft strategy "Supporting Our Future" underpins the Council's vision, approach and the priorities in the delivery with partners in early intervention and prevention across Reading. It reflects changes from the Care Act 2014, and the current context of increasing demand and reducing finances, and emphasises to all involved the importance in supporting people to remain at home and independent.
- 1.4 Supporting Our Future sets out our joint opportunities to work across the Health and social care system economy, in better supporting people to receive a seamless service at home.
- 1.5 Appendix 1 - Supporting Our Future Consultation Plan  
Appendix 2 - Supporting Our Future Draft Strategy

**2. RECOMMENDED ACTION**

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| 2.1 | That the national and local context in which the Council is undertaking its statutory duties in the provision of adult social care, and in meeting the needs of children who transition to adult services be noted. |
| 2.2 | That the Supporting Our Future Consultation Plan (Appendix1), which will influence the finalised strategy to be published April 2019 be noted.  |
| 2.3 | That the workforce best practice Five P's - which enables our workforce to remain focused on prevention and independence at every stage in person's journey be noted.   |

### 3. POLICY CONTEXT

#### NATIONAL CONTEXT

- 3.1 The Care Act 2014 brought new responsibilities for local authorities, and a move away from a previous 'dependency culture', with new eligibility for services, support for carers, new areas of work around information, advice, prevention, support for the care market and safeguarding.
- 3.2 Nationally, social care budgets have been reduced by 30% in real terms over the last four years. Half of this has been through spending reductions and half through managing demand differently. To continue to do this means new ways of working.
- 3.3 The joint report of the Kings Fund and the Nuffield Trust Social Care for Older People, Home truths, published on 15th September 2016, states:

*'The picture that emerges is of social care providers under pressure, struggling to retain staff, maintain quality and stay in business; local authorities making unenviable choices about where to make reductions; a complex set of causes of delays in discharging older people from hospital; and the voluntary sector keeping services going even when funding was curtailed'.*

Ref: <https://www.nuffieldtrust.org.uk/person/the-king-s-fund>

- 3.4 The LGA report Adult social care funding: 2016 State of the Nation published on 2nd November 2016 makes a strong case for raising the profile of adult social care through clear prevention strategy and its funding. It provides evidence about adult social care funding and through a series of essays from a range of people including elected members, and representatives from health, social care, carers, user led and provider organisations outlines the concerns about the state of adult social care funding and its implications on the ground. One of the conclusions of the report is:

*'While adult social care desperately needs more funding to relieve urgent and ongoing pressures, it is apparent that a pre-condition for being successful with such calls in the longer-term will depend in part on raising awareness amongst the public of what social care is, why it matters and why it must be valued.'*

Ref: <https://www.gov.uk/government/publications/state-of-the-nation-2016>

- 3.5 Therefore in the local and national context “Supporting Our Future” - will support the delivery of prevention across Reading through our strategic aim - to enable people to live Healthy Independent Life at home.

#### 4. LOCAL CONTEXT

- 4.1 The Council is a primary stakeholder in a number of partnership-based strategies and programmes which support better outcomes and value for money from increased joint working with health and social care. This is informed by Reading’s Joint Health and Wellbeing Strategy and the Better Care Fund.
- 4.2 In parallel with these, the Council has been undertaking its own Transformation Programme of Adult Social Care to deliver recommendations underpinned by the Medium Term Financial Plan and to meet other obligations set out in the Care Act 2014. A key objective is the change in commissioning and delivery of services is to ensure the sustainability of Adult Social Care services into the future, against a backdrop of increasing service demand and reducing public sector funding.
- 4.3 The health and social care system in which we operate across Reading over the next three years is widening beyond the Reading boundaries as a result of wider partnership working with other near local authorities and Clinical Commissioning Group. Our collective ambition to best utilise limited resources therefore is increasingly important so that in Reading we have a clear vision and strategy for the delivery of adult social care early intervention and prevention. This will mean we reflect clear and consistent messages about the unique and important role that adult social care plays within this wider health and social care system, both for staff and colleagues across the Council and with partners across the whole system.

#### 5. THE PROPOSAL

##### 5.1 Current Position:

- 5.1.1 It’s important to note that whilst adults and health have not had in place an up to date strategy, the practice based work across social care and commissioning teams, continues to deliver prevention successfully as part of the Transformation Programme.
- 5.1.2 We require a clear strategic direction of travel, that supports the continued work to deliver improved outcomes, supporting people of Reading, and sets out clear principles of working, based on a more strength based approach through the three conversation model.
- 5.1.3 “Supporting our Future” (the Strategy) captures our programme of change to give structure, visibility and momentum, within the wider strategic context of preventative change across Reading, working with wider system partners. The proposal in “Supporting Our Future” is not a new

commitment for the Council, rather a re-organisation and re-articulation of actions previously consulted upon, with some areas presenting as new.

## 6. Proposed Draft Strategy (Supporting Our Future)

6.1 Supporting Our Future is Adults and Health strategic direction of travel, setting out the challenges Reading faces supporting people who access Adult Social Care, Young People's Transitions and Health services over the next three years from 2019 to 2022. Its focus is on enabling people to retain independence in their own home, by putting in place the right support, early and in developing Reading's community services and partnerships that support people better at home.

### 6.2 Our Vision Statement

*“Adults Care and Health Services through “Supporting Our Future” will focus on preventing the need for care, so to support People to live a “Healthy Independent Life at Home” longer, by having in place:*

- A system that drives *wellness and independence*, enabling people to stay healthy and active in their community, at home.
- An *integrated health and social care system* with clear *information and advice* about local services, facilitating access as appropriate.
- A Supportive *sustainable market that protects the most vulnerable* in our communities, offering a wide range of self - directed support that is value for money
- A future that *prevents reduces* the need for long term care, and one that supports a positive *skilled community workforce* who enable and empower people to remain independent in their community, at home.
- A Future, which works within its means, delivering *high quality care and value for money* for all.

### 6.3 Aims

The aims for *Supporting Our Future* are to:

- Acknowledge the changing adult social care, and younger people's transitions needs of the Reading population, and the process of transformation that will take place to increase personalisation for each individual we support.
- Sets out our strategic priorities for action, identifies the improved outcomes we want to see for adult social care, and looks at how we will measure success.
- It provides the roadmap for the changes in adult social care and transitions that we will make in Reading over the coming three years, to ensure that all Readings citizens are supported to achieve their personal goals and ambitions, in a context which promotes safety, whilst recognising each person's right to independence and choice.

## **7. Other Options Considered**

- 7.1 The only option to consider is to not put a strategy in place and to remain as we have, this would not be a viable option given it remains imperative that our partners across Reading who support preventative change need to have clear strategic foundation on which to build a platform of success which the strategy supports in its detail. In short partners supporting the strategy have shared priorities in which to build “Supporting Our Future” together.

## **8. CONTRIBUTION TO STRATEGIC AIMS**

- 8.1 “Supporting Our Future” underpin 4 of the below Council’s core aims:
  - I. Safeguarding and protecting those that are most vulnerable;
  - II. Providing the best start in life through education, early help and healthy living;
  - III. Providing infrastructure to support the economy; and
  - IV. Remaining financially sustainable to deliver these service priorities.
- 8.2 “Supporting Our Future” enables partners across Adults, Children’s and Health to have a shared commitment and intention to drive and support preventative change across Reading, enabling people to remain healthy independent at home, longer.
- 8.3 Healthy Independent Life at Home - is our joint commissioning priorities working with our system health and social care partners, working proactively with Berkshire West Seven Group.

## **9. COMMUNITY ENGAGEMENT/ INFORMATION/ CONSULTATION**

- 9.1 In May 2018 Adult Social Care and Health through “Meet the Directors events” started to consult and engage the views in looking forward over the next three years.
- 9.2 Also engaging the views of lead members and wider care market engagement events across care homes, homecare and supportive living services, so to ensure prevention has a clear steer and influence in the design of the “Supporting Our Future”.
- 9.3 We have engaged initial views from primary health partners across and have held three commissioning under prevention workshops - whereby commissioners across health and social care have applied strategic thinking to the needs of people in Reading in the application of the “three conversation model” so to ensure our joint commissioning priorities can deliver “Supporting Our Future”.
- 9.4 We are now consultation with wider the market place, people accessing services and wider public view supported by our strategic partners across health and social care as detailed at Appendix 1 - Consultation Plan of this report.

## **10. EQUALITY IMPACT ASSESSMENT**

10.1 Under the Equality Act 2010, Section 149, and a public authority must, in the exercise of its functions, have due regard to the need to:

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

10.2 An Equality Impact Assessment will be completed regarding the impact of “Supporting our Future” informed through the consultation.

## **11. LEGAL IMPLICATIONS**

11.1 “Supporting Our Future” is part of the Council's commitment to changing the model for delivery of adult social care to meet the requirements of the Care Act 2014.

11.2 The Councils' duties under the Care Act include assessing the needs of those who appear to require social care support, and ensuring that needs which meet the statutory eligibility threshold are met. It is a matter for the Council's judgement, strategically and in the individual case as to how eligible needs are met.

## **12. FINANCIAL IMPLICATIONS**

12.1 The Council has recently set a robust 3 year budget for 2019/20 - 2021/22 (due to be signed off at Policy Committee in February 2019) and setting a direction of travel strategy will assist the service to manage within this budget.

## **13. Next Steps**

13.1 It's important to note that “Supporting Our Future” is underpinned by Healthy Independent Life at Home (three year commissioning and transformation programme) and Readings Adult, Transitions and Health Market Position Statement.

13.2 A period of consultation will commence in February 2019.

13.3 Projects to deliver what is expected are already in place as part of Adult Care and Health Transformation Programme for 2019 to 2022, which now includes children's transitions and public health projects, in the delivery of “Supporting Our Future”.

## **14. BACKGROUND PAPERS**

- 14.1 Supporting Our Future (Draft Strategy)
- 14.2 Appendix 1 - Consultation Plan
- 14.3 Appendix 2 - Governance Structure