



# Adult Social Care Strategy

## 2020-25



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**WOKINGHAM**  
BOROUGH COUNCIL

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## Foreword

Adult Social Care is an important issue for everyone, regardless of age, health or personal circumstances. Adult Social Care provides support in a variety of ways to people living in Wokingham Borough who have the highest level of need, for example those with a disability or a long-term illness, older people, and to unpaid carers. It helps people do everyday things, and safeguards people from significant harm and enables them to live a normal life.

Our population in Wokingham is growing, and living longer, and we are witnessing more younger people needing care and support. In addition an increasing number of people have complex needs. This is happening at the same time as reduced funding.

To respond to this the Council has been changing its own approach to organising care and support. Our new Adult Social Care strategy sets out the Council's ambitions for Adult Social Care for the next five years –and how we will be one of the best boroughs for adults and carers in need of support to live, study, work or retire. We will support every resident to live a happy, fulfilled life in touch with their families, friends and communities. Our focus will be on promoting independence, supporting people to help themselves and providing choice, control and flexibility. Publically funded care and support will only be provided when it is really needed.

Our strategy sets out the overall direction that we aim to follow in the coming years to achieve this and ensuring that the most vulnerable people in our borough are protected, empowered and enabled to achieve the outcomes that are important to them. This will be a partnership approach, working closely with residents, the Voluntary and Community Sector, Health Services and Independent Care Providers.

Our vision and strategy builds on our past successes but firmly points to the future in how we plan to work with our partners to meet the challenges ahead.

### Charles Margetts

Executive Member for Health, Wellbeing and Adult Services

### Matt Pope

Director of Adult Services

## Executive Summary

Our ambition is for Wokingham Borough to be one of the best boroughs for adults and carers in need of support to live, where they feel safe, included and a key part of our community. This strategy sets out our approach to successfully achieve this whilst making sure people realise the desired outcomes that are important and personal to them.

This strategy sets out our vision and the strategic priorities and identifies the actions we want to achieve in the context of challenging budgetary and demographic pressures. These challenges require a radical shift in the way that the Council delivers Adult Social Care and an opportunity for the Council to refocus its resources. We need to make sure that we work in a way that fits with how people choose to live their lives, whether that is in education, training, employment or in retirement.

We are proud of the diversity of our borough, and that people are living longer and are healthier. We are committed to supporting all adults who have care and support needs to be as independent as possible in a way that works for them throughout their lives. This includes adults with mental health conditions, autism, learning disabilities, physical disabilities, sensory impairment (sight or hearing difficulty) and older people. Carers have an integral role in Wokingham Borough and the Council is committed to supporting them as detailed in our Carers Strategy.

The main policy driver for the work of Adult Social Care is [The Care Act \(2014\)](#). The Care Act (2014) is the legislative framework providing Duties and Powers that all Local Authorities must adhere to. The key emphasis of The Care Act (2014) is to support prevention; to promote well-being; and to offer choice and control. It also outlines general responsibilities for Local Authorities including promoting individual wellbeing of the entire population as well as meeting the [eligible support and care needs](#) of residents. Delivering this will be a collaborative approach, particularly working closely with our Health and Voluntary and Community Sector partners as we progress towards integrated health and social care services in line with the [NHS Long Term Plan](#).

In 2018/19 approximately 2,025 new clients made 4,345 requests to Wokingham Borough Council (WBC). 69% (2970) of these led to signposting to universal services or no service provided and 11% (460) led to long term care. 1,860 people (existing and new) received care and support provided by WBC throughout the year. 57% of these were aged 65 and over, and this has been lower than in recent years. The trend has been shifting more towards increased numbers of younger people coming through in need of care or support.

The majority of people are continuing to receive care and support in their own home, and the numbers of people in residential and nursing settings has remained fairly stable. Our aspiration is to support people to live as independently as possible and to reduce the need for long term care. To help achieve this we are taking forward an approach to support our residents that seeks to enable people to self-help through developing the assets and skills they already have, including friends and family that support them and the communities in which they live. It also seeks to reable people, the aim is where appropriate to help them build and develop skills through targeted support focused on achieving personal outcomes to become self-reliant whilst continuing to provide support in the areas they most need it.

Within the next five years the number of people aged 65 and over living in Wokingham Borough will increase by approximately 3,800, particularly those who are aged 90 and above. We are likely to see an increase in conditions within this group of people that include support with learning disability, dementia, stroke and obesity. Many of these people are also likely to be living alone and therefore socially isolated or lonely. There is projected to be a slight reduction in the population aged 18-64 particularly in the under 44 age range.

WBC are spending a significant amount (almost 37% in 2018/19) of our budget on Adult Social Care each year. 46% of our Adult Social Care expenditure is on older people and 40% on learning disability support, which is in line with the make-up of the high prevalence levels within the population of Wokingham Borough.

### Key successes

- 67.1% of people using services in Wokingham Borough were satisfied with their care and support services compared to a 64.3% England average
- 70.6% of carers in Wokingham Borough reported that they have been included or consulted in discussion about the person they care for compared to a 69.7% England average
- 21.4% of people with learning disabilities in Wokingham Borough are in paid employment (included supported employment), compared to 6.4% England average. Our rank is number 2 from all other local authorities
- 87.8% of people in Wokingham Borough who use services say that those services have made them feel safe and secure compared to 86.9% England average
- 78.1% of people in Wokingham Borough who use services find it easy to find information about support compared to 69.7% England average
- 10.1 younger adults (aged 18-64) per 100,000 whose long-term support needs met by admission to residential and nursing care homes compared to 13.9 England average

- 362.5 older adults (aged 65 and over) per 100, 000 whose long-term support needs met by admission to residential and nursing care homes compared to 579.4 England average
- 83% of working age (18-64) service users in Wokingham Borough with a learning disability, are living on their own or with their family compared to 77.4% England average
- 81% Deprivation of Liberty Safeguards (DoLS) granted by WBC compared to 54% England average

Our aspiration is to ensure that we can maintain our performance in areas where we are doing well and to improve in all other areas to enable us to achieve our ambition for Wokingham Borough. Our strategy will help us deliver a personalised, high-quality and sustainable Adult Social Care service. We will work with our partners and use our resources effectively to deliver high outcomes for an increased number of people with care and support needs.

### Our strategy is focused on the following priorities:

#### Keep people safe

- This is a central part of all our practice and is viewed as 'everyone's business'
- A clear and consistent pathway for referrals and interventions through a newly created single point of access for all Adult Safeguarding concerns, Adult Safeguarding Hub
- The need to promote people's rights and freedom of action
- Robust quality assurance practices to ensure care is safe, high quality and providing the best value

#### Prevent, reduce and delay the need for formal care and support

- Improve people's health and wellbeing, focusing on prevention and self-help whenever possible
- Appropriate and timely information, advice and guidance
- Community-led model of support, which focuses on people's strengths and community networks
- Reduce isolation and loneliness, so people can live happier and more independently for longer
- Support for carers to enable them to continue in their much valued role
- Maximise independence and supporting people to relearn the skills they need for daily living
- Increase use of technology and adaptations to support greater independence, for example alarms and sensors and smart technology
- Where appropriate we will intervene and offer the right amount of high quality support in the right setting

### **Involve people in their care and support**

- Choice and control over the way people live their lives, their support, and the services they use
- Build on the strengths of communities and people
- Appropriate care and support provision taking into account the health and social care needs of our community
- Meet the diverse needs of our community including cultural and religious requirements
- Help people to achieve their goals and ambitions through outcomes focussed
- Give people a real voice in service development to feedback on the quality of their service
- Promote the use of direct payments

### **Work in partnership and commission services that deliver quality and value for money**

- Encourage a culture of innovation and creativity –supporting the development of alternatives to traditional social care;
- Work in partnership with health, care providers and the Voluntary and Community Sector including engaging with experts by experience
- Ensure efficient use of resources including technology to deliver priorities, improve outcomes and drive efficiencies
- Improve data collation and usage to enable decision making based on robust evidence
- Change how we arrange and commission (understanding demand, planning, prioritising, buying and monitoring) services
- Market shaping and management to ensure sustainability

### **Purpose of strategy**

Our ambition is for Wokingham Borough to be one of the best borough's for vulnerable adults, their families and carers to live, where they feel safe, included and a key part of our community.

This strategy sets out our vision and the strategic priorities and identifies the actions we will take to achieve these in the context of challenging budgetary and demographic pressures. These challenges require a radical shift in the way that the Council delivers Adult Social Care and an opportunity for the Council to refocus its resources. We need to make sure that we work in a way that enables people to achieve their personal goals and ambitions, in a context which promotes safety, independence and choice. Services must be personalised to how people choose to live their lives and achieve the outcomes that are important and personal to them, whether that is in education, training, employment or in retirement.

This strategy sets out our approach to successfully achieve this. It provides the roadmap of our ambitions for Adult Social Care in the borough over the next five years – up to 2025. The priorities mentioned will be a foundation in order to achieve the joined up approach to services that our residents deserve. Achieving these priorities will require a process of continuous improvement and innovation that will support us to deliver a Care Act (2014) compliant and sustainable Adult Social Care service, which includes high quality and good outcomes for every person in Wokingham Borough. The ambitions in this strategy will be accomplished by working together with our partner organisations using a shared approach to deliver care and support. In particular working closely with the Voluntary and Community Sector and Health to deliver the integration of adult health and social care services through the Wokingham Integrated Partnership given that many of our priorities are aligned.

This strategy should be read in conjunction with our Market Position Statement, the Carers Strategy, Learning Disability Strategy and the Voluntary and Community Sector Strategy.

### **Background**

Every resident deserves a happy, fulfilled life in touch with their families, friends and communities. They should be supported to remain independent for as long as they can to live at home or in the community. However, for some people with disabilities or who lose their abilities with age and illness this is only possible with support from their families, Adult Social Care services, the Voluntary and Community Sector, private sector and from health services.

Social care is important for everyone, regardless of age, health or personal circumstances. WBC is committed to the principle of supporting independence for adults with support needs, throughout their life journey. Embracing our Duties under The Care Act (2014) we must ensure that Wokingham Borough continues to be a great place to grow older and an inclusive place for all adults with learning disabilities, physical and sensory disabilities, mental health concerns and their families and carers.

Our vision in Wokingham Borough is to provide people and their carers ***with safe, appropriate, timely and quality support that prevents, reduces or delays the need for ongoing care; and gives people choice and control, makes a positive difference to their lives and maximises their wellbeing and independence in their local community.***

## Our priorities

*Keep people safe*

*Prevent, reduce and delay the need for formal care and support*

*Involve people in their care and support*

*Work in partnership and commission services that deliver quality and value for money*

## Our expectations

### Our residents will

- *access information and support in the local community*
- *be as healthy as possible*
- *care and help their loved ones to live independently*
- *have choice and control in how their services are arranged*

### The Council will

- *protect residents from abuse*
- *intervene and provide specialist services when needed*
- *ensure there is a wide range of sustainable services and support*
- *respond quickly*
- *work with partners to deliver quality services and encourage innovation*
- *support the workforce to deliver changes*
- *monitor, manage and evaluate performance*

## Our Wokingham Borough

Wokingham Borough enjoys high affluence and is a popular place to live. Residents enjoy amongst the highest healthy life expectancies in England and a full two year highest life expectancy. There are 164,890 residents living in Wokingham Borough and by 2025 the population is expected to reach 173,700 people. However given that there are 10,000 new homes in new or extended communities over the next 10 years this growth is expected to accelerate.

The proportion of the population in their twenties and thirties in Wokingham Borough is much lower than the England distribution, however the older population is growing rapidly. In 2017, 18% of the population was aged 65 and over and this is expected to increase to 22.3% by 2025.

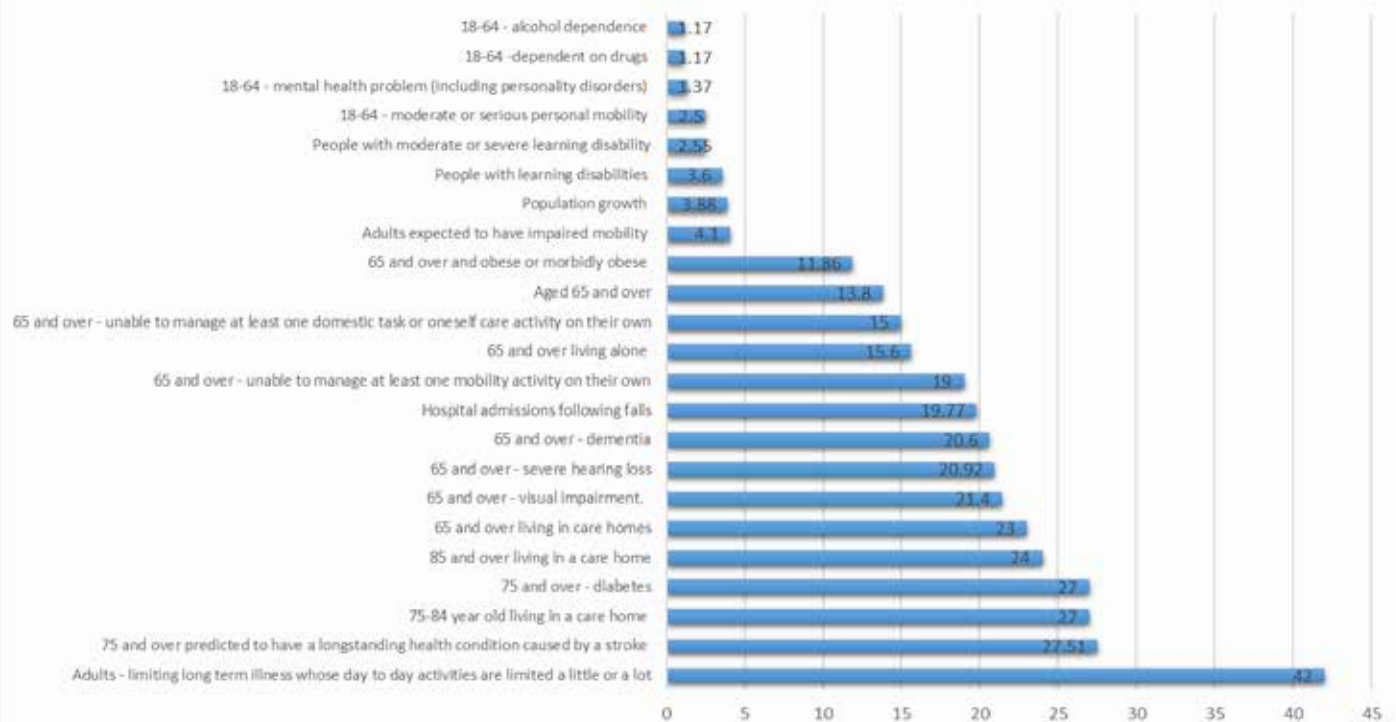
Wokingham Borough has a higher number of total jobs to population (aged 16-64). There is an average of nearly one job available for every person of working age in the area. Perhaps partly as a result of this abundance of work, a much smaller proportion of the working age population are employed in Health and Social Work activities in the borough than in England as a whole. Wokingham Borough has relatively low levels of deprivation, this coupled with the associated cost of living in an affluent area has a bearing on workforce economics. The local economy, availability of labour, affordable housing and good local public transport links all make the recruitment and retention of staff to the social care sector a considerable challenge.

The population is predominantly White but there are high numbers of Black and Minority Ethnic groups. Wokingham Borough has one of the highest prevalence of people with Learning Disability support per 100,000 clients accessing long term support during the year, particularly for those aged 18-64. For adults aged 65 and over the prevalence of sensory support needs is higher than our neighbouring authorities.

The future design of social care services must take into account not only the growing number of residents who may need care and support but more importantly the expected needs of the population. The Wokingham Joint Strategic Needs Assessment (JSNA) highlights the main indicators of health needs amongst Wokingham's population. The JSNA evidences that rates of alcohol consumption among Adults (aged 18 and over) remain high in Wokingham – which appear to be higher than average rates across the country.

The JSNA further notes that Wokingham Borough

**Chart 1: POPPI and PANSI projected increase (%) 2019-2025 of social care influencers WBC**



continues to have one of the lowest smoking prevalence rates in the country. Rates of adult obesity remains lower than both the least deprived decile of the nation as well as the national average. Levels of physical inactivity for Wokingham Borough are also better when compared to the national picture as are rates of reported symptoms and diagnoses of anxiety and depression. While generally residents report high levels of wellbeing, suicide rates locally are similar to the national average. Cancers are the most common cause of death in the borough. Despite screening rates locally being significantly better than England, trends in breast cancer screening appear to be declining over recent years.

Despite this, people aged 65 and over in Wokingham Borough, on average, live longer and healthier lives than the national average. Hospital admissions due to falls and hip fractures continue to have a significant impact in the borough, and are similar to average rates for the nation. Cardiovascular disease is one of the major causes of death in the over 65s in England. However in Wokingham Borough the rate of deaths from cardiovascular disease (among 65+ population) has been decreasing over the last 10 years; and this rate is significantly better than average rates across England. Supporting wellbeing over winter is important in preventing excess winter deaths and as well as promoting messages around keeping warm. Flu vaccinations are also a key intervention for safeguarding vulnerable groups among the elderly; which is an important issue given the fact that vaccine coverage among those aged 65 and over in Wokingham Borough

is only marginally exceeding the national target. However uptake of flu vaccinations in the over 65s has been increasing locally.

Chart 1 provides a summary of a data analysis from Projecting Older People Population Information (POPPI) and Projecting Adult needs and Service Information (PANSI). It details the growth in the health and social care issues likely to be experienced in Wokingham Borough by 2025. As our population grows older and young people with disabilities live longer there will be additional challenges to keep Wokingham Borough a healthy place to live, in the next five years there will be a:

- 42% increase in (2245) people whose day to day activities are limited a little or a lot
- 23% Increase in (223) people living in care homes, particularly those (143) aged 85 and over
- 20.6% increase in (435) people who are 65 and over and have dementia, other mental health related conditions are expected to increase across Wokingham Borough but at a slower rate
- 13% increase in (3800) people aged 65 and over
- 15.6% increase in (1516) people aged 65 and over living alone
- 15% increase in (1061) people aged 65 and over unable to manage at least one mobility issue on their own
- 19.7% increase in (190) people being admitted to hospital following a fall
- Significant increase in stroke, diabetes and sensory

conditions

While it is a great achievement that more people are living longer- particularly those who have complex needs- this adds to the challenges facing the Council. WBC must, through its response, ensure that there are different innovative models of health and social care service delivery that meet people's individual outcomes and provide safe high quality services.

A detailed analysis of the social and health care needs of our residents can be found in [Appendix 1](#) and through the Wokingham JSNA.

## Our support

We have a duty under the Care Act (2014) to promote well-being. Adult Social Care should be an enabler, supporting people to live healthy and independent lives, intervening and offering support when needed. People should be encouraged to maintain family and community connections and relationships, as well as fostering individual confidence, knowledge and resilience, particularly to self-help. People must be provided with the right combination of care, in the right place at the right time, in ways that will be sustainable going forward. People must be given choice and control over the support they receive and placed at the centre of how they receive that support.

Over the last 10 years, the direct provision of social care has increasingly been delivered through contracts with service providers in the independent sector and integrated working arrangements with health services. In 2011 Optalis Ltd was launched as a trading company owned by WBC to deliver some functions on behalf of WBC, whereby WBC continued to deliver all short term services and long term services through Optalis Ltd. However more recently in November 2019 the statutory functions were transferred back to WBC. This will allow a seamless pathway in order to deliver the best service to residents focussing on customer service and efficiency.

Optalis Ltd still remains a key provider of services.

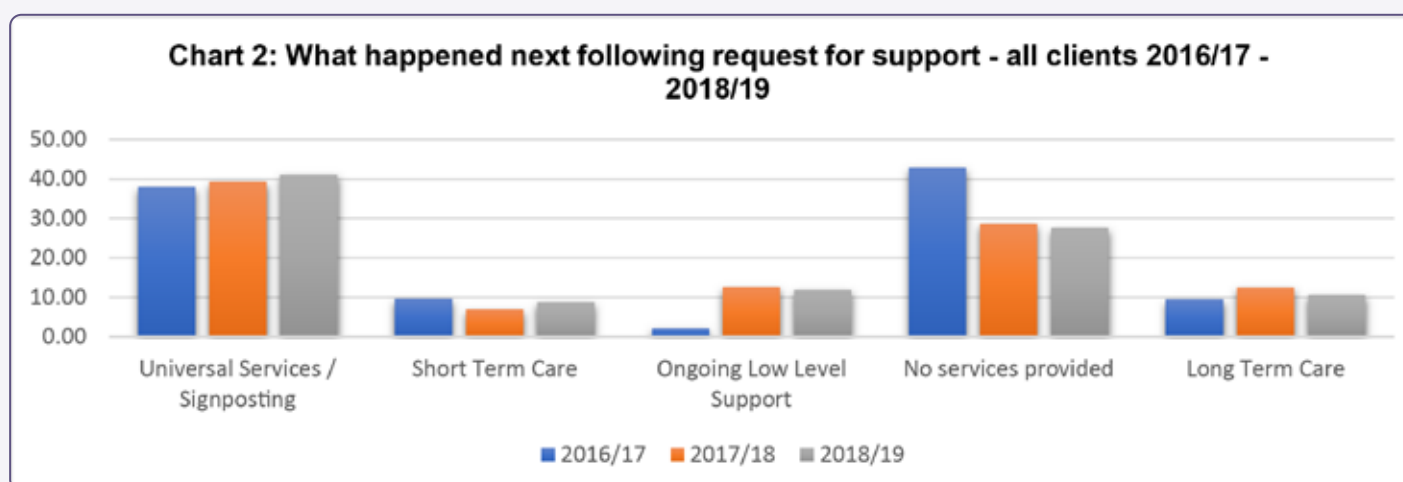
### WBC are responsible for the following:

- Assessment of an individual's needs
- Agreeing a support plan with individuals
- Offering information about support and services available in the local community and throughout the borough
- Arranging services where appropriate;
- Providing community care support where this is appropriate
- Offering support, equipment and adaptations to enable individuals to live safely and independently at home including re-ablement
- Brokerage and Independent Broker (self-funders)
- Assistive Technology, Trusted Assessor & Technical Support
- Safeguarding and Deprivation of Liberties (Liberty Protection Safeguards)
- Supporting young people to transition from children to adult services

## Service Use

The Council reports annually information regarding Adult Social Care Activity and Finance. The data in this section is from the [Adult Social Care Finance Return \(ASC-FR\) and Short and Long Term \(SALT\)](#) collections. (As detailed in [Appendix 2](#)).

Chart 2 below shows what happens following a request to WBC Adult Social Care services. Over recent years we have signposted the majority of queries to universal services such as information or advice, either through our own services or via a referral to other organisations particularly in the Voluntary and Community Sector. In line with our focus on prevention this is increasing and we expect this to continue to do so as set out in our Voluntary and Community Sector Strategy. Short term care, (care that is designed to be time limited with the aim of ensuring that service users become as independent as possible) has increased from the last year. Ongoing low level care





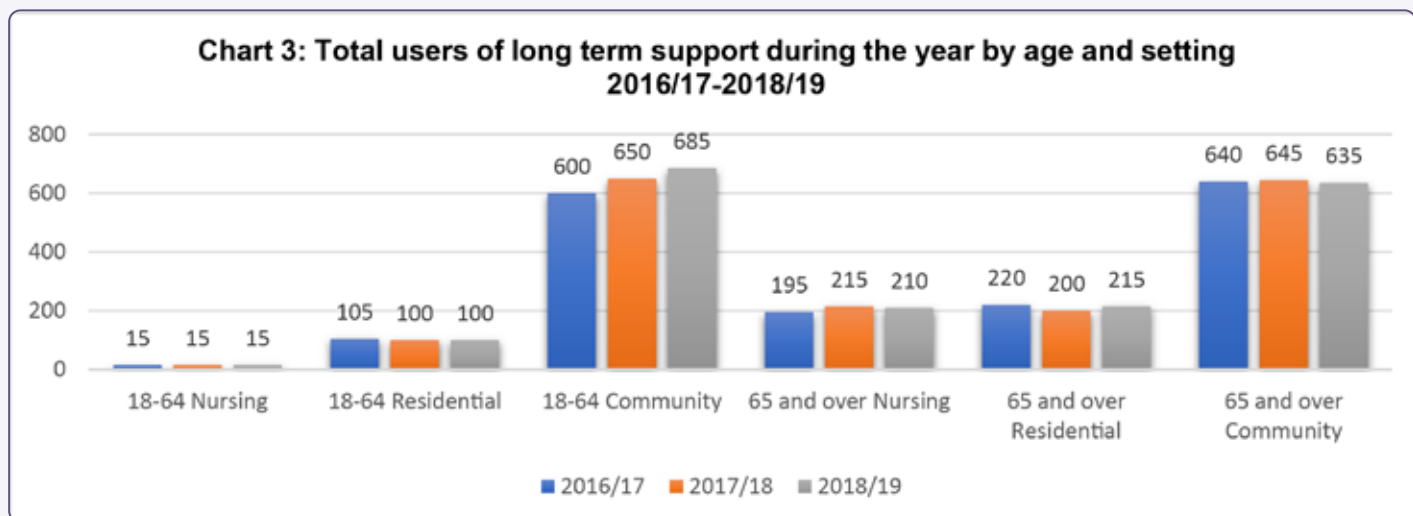
(equipment and adaptations and telecare) has decreased. This may be due to a re-categorisation of information and includes support that previously was reported as short term care. No services provided refers to where a client may have low-level needs which cannot be supported by the Council and there is no universal service or obvious third party which could help them. This has been reducing which suggests that people are getting the support that they need.

Long Term Support encompasses any service or support which is provided with the intention of maintaining quality of life for an individual on an ongoing basis, which has been allocated on the basis of eligibility criteria/ policies (i.e. an assessment of need has taken place), and which is subject to regular review.

In 2018/19 throughout the year approximately 1,860 people received care and support provided by WBC. As seen in Chart 3 (below) most people (1,320) received care and support in their own home with around 540 people receiving care via residential and nursing facilities. 57% of these were 65 and over compared to 58% in 2017/18 and 59% in 2016/17.

The trend has remained broadly consistent over the last three years for all settings in both age ranges. The notable exception however is the significant increase in 18-64 year-olds supported in the community. A higher proportion of younger people are accessing long term support.

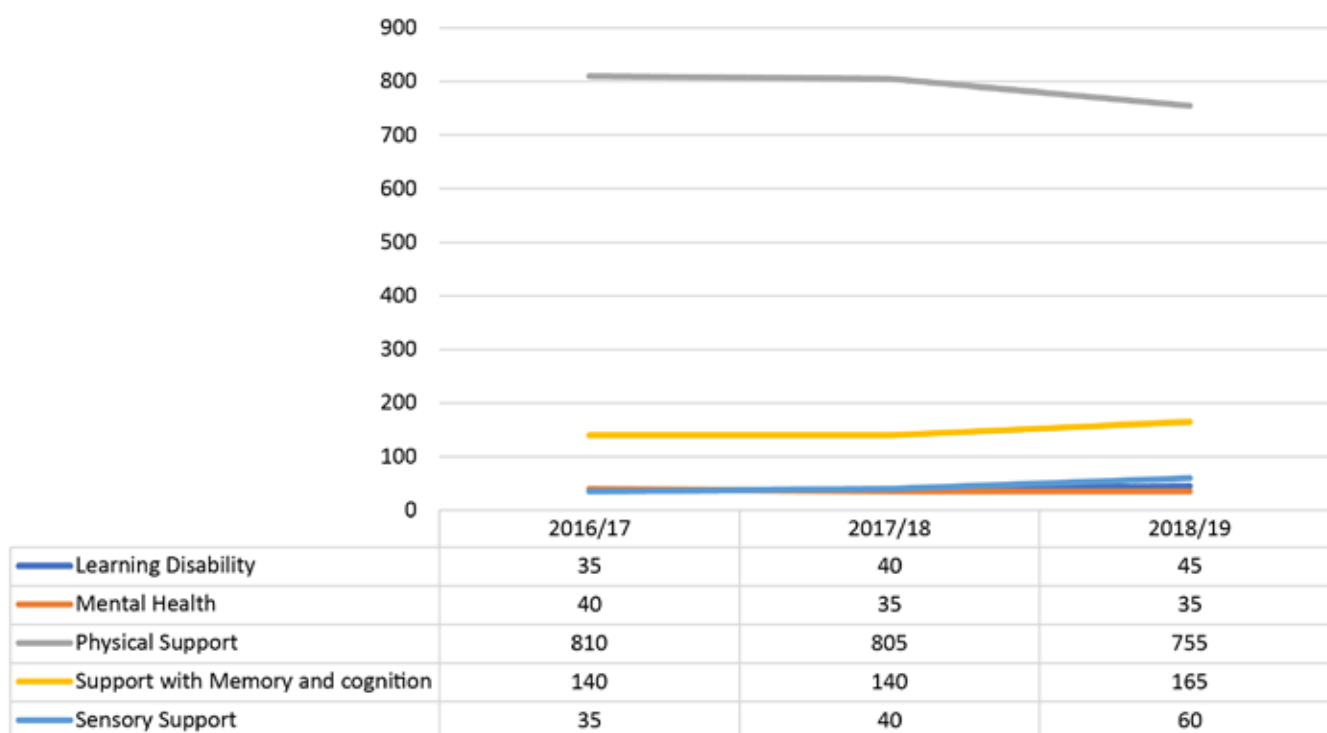
Charts 4a and 4b (overleaf) show the primary support group of people accessing long term support. For 18-64 year olds the majority of people have a learning disability support need and for 65 and over they require physical support. For both age groups clients with learning disability support needs are increasing, up by 5.55% (25 people) for those aged 18-64 between 2016/17 to 2018/19 and up by 28.5% (10 people) for those aged 65 and plus during the same time. People with a learning disability account for 28% of clients (520 people) in receipt of long term care, compared to just over a fifth in the South East as a whole. POPPI information expects the number of people aged 18 and over to have a learning disability to increase by 3.6% (109 people) by 2025. Our [Learning Disability strategy sets](#) out how we plan to support these adults over the next 5 years.



**Chart 4a: Number of people aged 18-64 accessing long term support during the year by primary support reason**



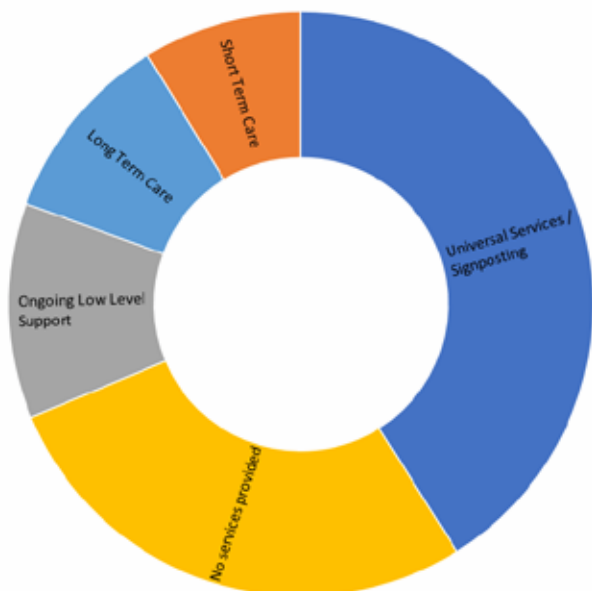
**Chart 4b Number of people aged 65 and over accessing long term support during the year by primary support reason**



## Our Journey

Charts 5 below shows what happened following a request for support during 2018/19. Following the actions detailed in this strategy the Council hopes that by 2025 this will be more in-line with Chart 6.

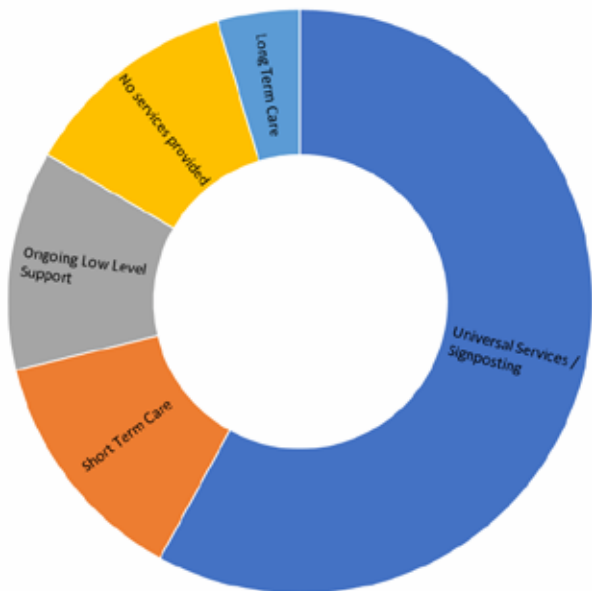
**Chart 5: What happens following request for support  
Where we are now**



As a percentage of people contacting Adult Social Care:

- Most people are being signposted into universal services
- High numbers of people with low-level needs which are not supported (no service provided)
- High numbers of people receiving short term and long term care
- Many people receiving ongoing support such as telecare

**Chart 6: What happens following request for support  
Where we want to be in 2025**



As a percentage of people contacting Adult Social Care:

- Most people continue to be signposted into universal services
- Increase in people whose low level needs are being met
- Higher numbers of people receiving short term care, building on their strengths and enabling them to relearn skills
- Increase in number of people receiving ongoing low level support including telecare
- Long term care only provided when needed

## Funding

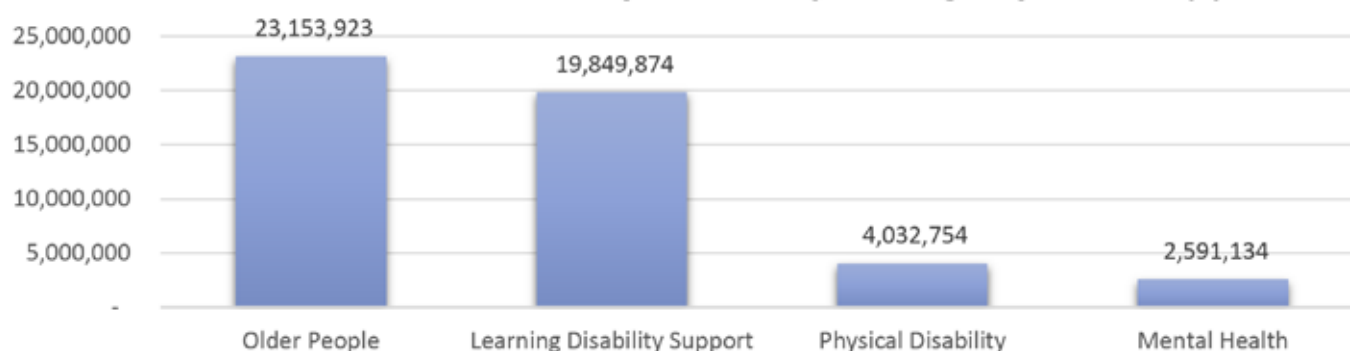
Nationally, social care budgets have reduced over the last four years. [The Institute for Government](#) reports that spending on Adult Social Care in England has fallen by 2% in real terms since 2009/10. This is at the same time that people requiring support has increased. As seen by Chart 3 in Wokingham Borough, between 2016/17 – 2018/19 there has been an increase of 4.8% (85 people) of total users of long term support during the year.

The expenditure on Adult Social Care in Wokingham Borough for 2018/19 was £49.6m which is 36.9% of an overall Council Budget £134.28m. WBC managed to plan and deliver Adult Social Care services within budget in 2018/19; however, this will be challenging to maintain given the demographic changes and demand for services expected as outline above and our bold ambition for Wokingham borough to be one of the best borough for adults in need of support to live. Adult Social Care will continue to be a high priority for WBC.

To achieve our vision and reach our journey as outlined in chart 6, by 2025 the type of services provided and the way they are commissioned and delivered has to change. WBC is taking forward an (strength based) approach to support our residents that seeks to develop the assets and skills people already have, including friends and family that support them and the communities in which they live. It also seeks to develop and build new skills and assets by working with a network of groups and through targeted support focused on achieving personal life goals. This will deliver improvement in people's life chances and their opportunities to become active and engaged residents, with a lifestyle that is their choice and which is meaningful and provides purpose.

Our structures and processes need to be reviewed to ensure they are fit for purpose and it is essential that our staff have the right skills to meet the needs of our residents. Our Continuous Improvement Programme in WBC, will enable us to embed business change into our daily work so that it becomes a part of our business as

**Chart 7: Adult social care expenditure by client group 2018/19 (£)**



As seen in chart 7, the majority of our Adult Social Care expenditure is on older people (46%) and learning disability support (40%), which is in line with the make-up of the high levels within the population of Wokingham Borough. Whilst the spend on physical and mental health looks low, this is because in many cases the primary support group has been taken into account, so an older person with mental health would be recorded under older people.

It is important that where people receive long term support, they continue to do so in the best setting for them. If we can maintain the ability for people to remain at home and in the community this will enable us to invest into more preventative work. The majority of expenditure is in nursing and residential care which accounts for £16.2 million (or 33%). Homecare accounts for £5.3 million (or 17%) and day services £5.2 million (or 11%), £9 million (18%) is spent on supported living.

usual. In addition we will work closely with health partners to better integrate and coordinate health and social care services to respond to growing and changing needs and challenges.

The following sections sets out our strategic priorities and actions for how we will achieve our strategy.

## Priority 1: Keeping people safe

### Protecting and Safeguarding

The Care Act (2014) places a statutory duty on local authorities to make enquiries or cause others to make enquiries where the adult at risk is; aged 18 years or over, has care and support needs, is at risk of or experiencing abuse or neglect and, as a result of their care and support needs is unable to protect themselves from that (risk of) abuse or neglect.

WBC has a proven commitment and investment to the protection of their resident's rights. Safeguarding is an integral part of all our practice, viewed as everybody's business, there is a strategic approach in relation to safeguarding with clear roles and responsibilities for all staff.

WBC will continue to protect all residents from abuse, neglect or exploitation, and ensure their views inform any action taken where possible. People who seek our help will feel safe and obtain services in a way which optimises their freedom and independence, and be given choice and control over the key decisions in their lives, in line with their best interests.

- **73.9% of people who use services feel safe**
- **87.8% of people who use services say that those services have made them feel safe and secure**

Our Adult Safeguarding Hub is a newly created single point of access for all Adult Safeguarding concerns and has been designed to provide a clear and consistent pathway for referrals and interventions. This will ensure that people who are vulnerable can be assured of appropriate protection in a context which acknowledges their rights as individuals to live independently and make their own choices. In order to work positively with individuals who could be deemed to be at risk of harm we will strengthen and improve working arrangements with other agencies who share responsibilities to keep people safe in all settings. This will require us to work closely with key partners in health and police, the Care Quality Commission and provider services.

The ASH will enable WBC to respond to safeguarding concerns in a timely manner whilst embedding the 'six principles of safeguarding' in practice (empowerment, protection, prevention, proportionality, partnership, accountability). This will achieve a more effective balance of person-centred work that also manages risk to others in the context of public and community safety issues.

The numbers of DoLS referrals has grown nationally and locally due to a 2014 Supreme Court ruling which significantly widened the definition of DoLS. The Mental Capacity (Amendment) Act 2019 changes the way Article 5 rights are protected and will see the introduction of Liberty Protection Safeguards, the aim date for the implementation of this new legislation is October 2020, with preparation expected to begin in June 2020. WBC has a Deprivation of Liberty Safeguards (DoL) team that is trialling having specialist Community DoL workers as part of the team. The DoL team continues to perform better when compared to other local authorities, as seen by:

- **81% DOL granted by WBC compared to 54% England average**
- **815% improvement in 2018/19 in number of DOL applications not completed as at year end (compared to 2017/18)**

The key priorities within Adult Safeguarding are aligned to those of the West of Berkshire Safeguarding Adults Board to enable WBC to work effectively with key stakeholders to safeguard adults at risk. These priorities are; Domestic Abuse, Self-Neglect, Organisational Abuse and Targeted Exploitation.

The Berkshire West Street Triage service is operational 7 nights a week and is delivered by advanced Mental Health practitioners working alongside a Police Officer. The aim of the service is to improve the experience and outcomes of people who were coming into contact with police while in a mental health crisis, as well as improving awareness, confidence and joint working relationships between police services and health. Enabling people to access the right support at times of potential crisis can reduce use of police custody and use of Section 136 of the Mental Health Act which allows the police to take the person to a place of safety from a public place. This service has also reduced avoidable hospital admissions and emergency attendances.

## Quality

We will improve the quality of the care and support that people receive, no matter which organisation provides it, so that people receive the right support at the right time in the right place. It is important that the Council and its partners look for opportunities to make improvements to the ways that people access our services and the ways we design and provide care and support, using information and feedback about people's experiences.

In delivering and commissioning services we want to achieve the best value in delivering high quality care. This is important, for everyone including people using support services who contribute to the cost, and residents who fund their own care entirely. Everyone should expect that the services they are buying or receiving to represent the best possible quality and value.

WBC has contracts with many organisations who provide social care to people, including care homes and home care agencies. WBC has a Quality Assurance Team (QAT) whose role is to embed a quality assurance process to enable WBC to carry out its statutory duties. The QAT ensures that providers of these services are of a high quality. Our Care Governance protocol ensures that Adult Social Care

is safe and delivers quality outcomes in line with the vision and priorities of WBC and needs of customers. Care Governance works alongside providers and services to support and facilitate improvement at all times.

CQC inspection ratings for care providers are above national averages in Wokingham Borough as evidenced in our Market Position Statement. Our QAT will continue to work with organisations such as the Care Quality Commission and health services to make sure we continuously monitor, act on and uphold high standards of care. We do this in a number of different ways including:

- listening to feedback and comments from the people using these services and their carers;
- visiting establishments (often unannounced), offices and people's own homes to make sure that the care being given meets the agreed standards;
- meeting regularly with providers to share good practice, hear about any problems and working with them to try to resolve these;
- talking with professionals who regularly visit care homes, and people's own homes to hear about any issues or concerns that they may have;
- taking action when problems do arise, and working with care organisations to improve their standards

### Actions

- a) Promote awareness and understanding by the public and key stakeholders of the potential for abuse, recognition of key concerns, and the ways to get help
- b) Develop tools and frameworks to work effectively with people who self-neglect
- c) Work collaboratively with stakeholders and people who are at risk of or experiencing domestic abuse
- d) Understand the main risks to our local population in regards to targeted exploitation and work to safeguard people against these
- e) Engage with key stakeholders to understand and respond to risks of organisational abuse
- f) Promote the current 'safeguarding forum' and transform this into a forum with a stronger service user and safeguarding identity
- g) Safeguard and promote safe practice through pre-contract checks, provider meetings, annual reviews and performance management
- h) Develop a robust quality assurance framework to support providers and develop a sustainable market
- i) Implement the new Liberty Protection Standards legislation

## Priority 2: Prevent, reduce and delay the need for formal care and support

### Self-support when people need it

The Care Act (2014) includes a number of duties to provide, or arrange for the provision, of services, facilities or resources, which will contribute towards promoting wellbeing and independence and preventing, delaying or reducing the development of needs for care and support by adults and/or their carers.

As seen in Chart 5 no service was provided for 27% (or 1,885) of all enquiries. This is an indication of the extent of low-level needs that people have which cannot be supported by the Council and there is no other service to help them. We need to ensure that we understand what these services are and work with our partners to deliver these.

The customer pathway must be simple and efficient. It is essential that our residents are encouraged to self-serve where it is appropriate and possible. Whenever and however people and their carers contact services, they should receive a positive response and appropriate support to help resolve the issues they face. The emphasis should be on what people can do to 'self-help', and what support is available from other organisations and in the community.

Information and advice must be available as a universal service to everyone, taking into account their specific needs. Individuals and their families and carers need easy access to high quality information, advice and guidance to enable them to make informed choices about the different care and support available to them, and to get the personalised care when they need. Our information leaflets should be available within places where people are likely to access them. The use of advocates where appropriate is essential to enable people to have a voice and express their views.

- **78.1% of people who use services find it easy to find information about support**
- **62.3% of carers find it easy to find information about support**

Under The Care Act (2014) the Council must establish and maintain a universal information and advice service and to understand, co-ordinate and make effective use of other statutory, Voluntary and Community, and/or private sector information and advice resources available to people within their areas. Our Wokingham Community Directory

(WCD) on our website contains details for hundreds of services, support, clubs and activities enabling people to remain independent and stay connected with the community.

We need to maximise the referral of people to our WCD. Services commissioned by the Council, must make use of this resource as a way of advertising the services they offer as well as signposting to other more appropriate organisations.

Rather than just providing an online directory of services our website also has a tool for residents that is more

# 1.25 Million



- **Spent on Voluntary and Community sector during 2018/19**

individualised and follows Care Act (2014) priorities to provide more guidance and prompts to identify if anyone needs specific support. Once done this shortlists services that are available to support them and provide details about how to access support.

Another point of telephone contact for carers and people is via the Berkshire Integrated Hub based at the Forge, Wokingham. This provides a single point of contact for all health and social care referrals. This co-location, provides significant benefit, with social care and health staff working together to provide the best possible service for people. New customers are triaged and referred appropriately, provided with information and advice or for an assessment. If they are in crisis situations an immediate service is put in place whilst a worker is allocated. The aim is to divert people to appropriate support other than formal care which fosters dependency.

- **68.6% of requests resulted in no further services and or signposting to universal services in 2018/19, higher compared to 67.9% in 2017/18**
- **57% of requests from those aged 18-64 led to signposting to other universal services an increase of 7% from 2017/18**

In 2018/19 1,105 of the total 4,345 requests were made by adults aged 18-64. In addition carers and older people are also more likely to have access to a smartphone and / or have use of social media platforms. Technological and digital innovation has revolutionised the way services are accessed and WBC must ensure that we have a greater and continuously improving digital media and technology offer to enable people to get the help they need. The information and advice we offer must be dynamic and interactive.

The Care Act (2014) “wellbeing principle” relates to a range of factors including social wellbeing, contribution to society and personal and family relationships. The exercise of care and support functions must include action to address loneliness and isolation. Supporting people to remain connected to their communities and to develop and maintain connections to their friends and family is a key priority, both for health and social care. Loneliness may inevitably create an environment in which people are more vulnerable to exploitation and ‘targeted exploitation’, and is a corporate priority and also for the Safeguarding Adults Board.

- **42.1% of people who use services reported that they had as much social contact as they would like**
- **37.1% of carers who use services reported that they had as much social contact as they would like**
- **By 2025 1 in 5 people aged over 65 will be living alone**
- **In 2011 over 2,000 of our carers were providing 50 or more hours of unpaid care per week**

WBC values the contribution that carers make to local communities and are committed to supporting them in this essential role, either directly through statutory support or via services that have been commissioned via the Voluntary and Community Sector.



## Clive and Fran

### Improved Social Networks

Fran has very little family except her sister-in-law who lives in Ipswich. She was becoming more and more isolated despite her easy outgoing nature but because of her declining mobility and deafness, she struggled to see people and became quite low. She had also just been diagnosed with a long term health condition and was struggling to make the necessary life adjustments.

She loves her visits with Clive, a volunteer befriender from the Link Visiting Scheme. He has helped her get out and about more and encouraged her to face health situations quickly. Knowing how sociable she is, Clive arranged for her to regularly go on holiday – a cruise, a hotel by the sea, and he has driven her to these locations and enabled it to happen.

Fran now attends many of the Link's activities too including her favourite – the Community Kitchen Project on a Sunday for those who find Sundays particularly lonely.

Our Carers Strategy 2020-25 highlights areas where we want to develop and establishes the focus of our work over the next three years to enable all carers in Wokingham Borough to be able to access the support they need and to be recognised and valued in their community.

The action plan is based around 5 key themes:

- Services and systems that work for carers
- Employment and financial well-being
- Supporting young carers
- Recognising and supporting carers in the wider community and society
- Building research and evidence to improve outcomes for carers

# 19%

increase in unique page views on the  
WBC care and support for adults page  
October 2018- October 2019

## Maximising independence

We will focus on utilising Technology Enabled Care (TEC) including devices such as alarms and sensors and equipment such as ramps, hoists and lifts to assist people to remain at home. Increasing demand, and rising cost of equipment has created pressure on Adult Social Care over several years and we anticipate this to increase in the future, particularly given the expected increase in the number of adults with mobility issues and hospital admissions due to falls.

Equipment can lead to improved customer outcomes, greater independence and, reduced cost of long term care and support. We have a dedicated TEC team to support people to source and utilise equipment. To further demonstrate our commitment to delivering TEC and to continue to meet demand and needs we will invest capital funding into technology and equipment.

Wokingham Borough has a diverse range of community assets including, local services provided by the Voluntary and Community Sector, faith groups, private companies and businesses. Our assets also include physical elements such as accommodation, parks and community centres,



and social connections that people have such as their family and friends. These assets are important for the quality of people's lives whatever period of life they are in and are part of our approach to prevention and promoting independence.

WBC owns substantial assets in the borough and is working to ensure these are put to best use, and where possible delivering revenue or capital receipts. We would like to explore how we can better use publicly-owned assets and buildings to save public money. We also work closely with our partners in the delivery of specialist housing.

Community assets must be local and accessible, flexible, responsive and appropriate to the needs of the community. Being able to access these resources enable people to engage with others in activities they enjoy and to enjoy good quality lives while maximising their independence. Personalised support and neighbourhoods which encourage and facilitate people to participate in their communities is essential, as are good quality care, locations and transport and other public amenities to achieve this.

The focus where possible will be to support people to relearn the skills they need for daily living. WBC's and Berkshire Healthcare Foundation Trusts Integrated Care Networks (ICN) aims to reduce the number of people admitted to hospital or to residential or nursing care and avoid more people being delayed in hospital when they are fit to return home. Our performance for our 91 day target was an average 87% for 2018/19 against a target of 85%.

# 91

Day target

**This relates to the number of people who have been discharged from hospital into rehabilitation/ reablement services that are still at home 91 days after discharge.**

Our ICNs deliver 7 functions to deliver care (around a person), ensuring that services deliver joint assessments, promote choice, independence and personalised care:

- a. Rapid Response: For when I need urgent help
- b. Maximising Independence: For when I need to regain my independence
- c. Facilitated & Supported Discharge: For when I've been in hospital and need support to get home safely
- d. Simple & On-going care: To meet all my on-going care and support needs
- e. Complex Case Management: For when I need care and support that is co-ordinated and planned
- f. Specialist Input: For when I need care and support from an expert in a particular field
- g. Social Prescribing: To support me to self-care and maximise my wellbeing

Our Falls and Frailty service, is another scheme developed through the Better Care Fund (BCF), an acute, multi-disciplinary response to the frail elderly who have fallen in their own homes to reduce Accident & Emergency attendances. We also have six Step Up beds in Wokingham Community Hospital. The aim of this service is to provide community based, in-patient facilities for Wokingham Borough residents experiencing an exacerbation of an existing condition or a decline in health. Admission is for short term, active rehabilitation to promote recovery and return to independence. The service will provide an alternative pathway to acute hospital admission, enabling the provision of care closer to home. Service delivery will ensure priority is given to optimising patients' health, well-being, function, and independence through a service that may include rehabilitation, nursing, medical or therapy support.

Community Navigators is our social prescribing service, developed as part of our BCF programme, which supports and empowers people to engage in self-care, independence and wellbeing across Wokingham Borough. The service aims to promote and improve access to local Voluntary and Community Sector resources by providing targeted, up to date information to service users and their families; and support local people to self-care and maximise their wellbeing. It is aimed at people who might benefit from local information and support to self-care and enhance their health & wellbeing; particularly low to moderate risk service users, their carers, families and the general public.

Social prescribing can make a huge contribution to an individual's health and wellbeing. The scheme is for people of any age from the Wokingham Borough, from a young parent looking for peer support and different activities in the area, to an elderly person looking to find support with managing a health condition or looking for new social networks to join. In 2018/19 the service received 242 referrals with 87% of users reporting that they felt more self-reliant.

During any period of reablement we will work with people to develop a tailored support programme to, enable them to regain independence at home to minimise their need for ongoing support. This will include working with our partners particularly those who provide services to support with hospital discharge and/or practical support.



### Bonnie and Beverley - A Better Quality of Life through Assistive Technology

Bonnie, 26, has profound global development delay which affects her ability to learn to walk or talk, pick up new skills, and interact with others socially and emotionally. Bonnie suffers multiple seizures every day, so

mum Beverley contacted the Technology Enabled Care (TEC) team at Wokingham Borough Council for help.

*"I wanted to find out if there was any equipment available that could help with Bonnie's care, particularly helping to monitor her seizures, especially at night."*

*"I thought Bonnie may have been experiencing still seizures, where her heart rate was elevated but with no movement in her body. The signs for this type of seizure are very subtle and I would worry, especially at night, not knowing if she would need medical assistance."*

Significant seizures could be potentially life-threatening for Bonnie.

*"We wanted to continue to have Bonnie at home with us, and to look after her, but I would be up for more than 24 hours worrying she would have a seizure while I was asleep. It was the only way I thought I could keep her safe but it was physically impossible to keep an eye on her day and night."*

The TEC team worked with Beverley and Bonnie looking at different ways to improve their quality of life. Bonnie was one of the first in the country to trial PulseGuard, worn on her wrist, which monitors changes in her pulse rate; a big indicator that she is about to have a seizure. If it gets too high an alert is sent to a carer's mobile device.

*"Before, I would stay up for 24 hours or more with Bonnie making sure she was alive, making sure she was breathing. Now I can sleep. I can also leave her with carers as I don't have to rely on people recognising the subtle signs of her seizures. I'm so thankful for the support the TEC team gave us. I know it can be daunting but the technology is easy to operate and importantly, these new advances in technology can save lives. It has saved Bonnie's life."*

## Safe and effective long term support in the right setting

We will review progress and longer term support from Adult Social Care may be required. Where this is the case our focus is to delay dependency and prevent people needs from deteriorating. We aim to embed community led support (home care, supported living or day service) to continue to support people to remain in their own home rather than move into extra or residential care. However there is likely to be a growing and aging population with more complex needs and staff in the community must have the skills to be able to support them.

A number of day services exist in Wokingham Borough, provided by WBC and partners where adults with support needs can meet friends and access activities. These services provide care and support to meet the individual needs and interests of each person. Access to these is open to everyone either paid for through statutory support (if eligible) or as a self-funder. Some of these are specific to clients with learning disabilities or physical disability and they support adults to access community facilities such as sports, leisure, arts and drama as well as help plan their goals in areas such as life skills, work, sports, leisure and the arts. As people are having more and more complex and multiple conditions there is an opportunity to look at these services and ensure they are fit for purpose and where possible look at reconfiguring the way these are being delivered. In addition it is important that there is good geographical coverage of services available given the rural nature of the borough.

Advances in technology, medicine, rehabilitation and home care may increase the proportion of the population with conditions such as dementia able to live in the community without specialist housing. The scale of the increase is such though, that there will be some need for additional specialist housing (including care homes) particularly because of the continued growth in the number people with dementia.

- **10.1 younger adults (aged 18-64) per 100,000 whose long-term support needs met by admission to residential and nursing care homes**
- **362.5 older adults (aged 65 and over) per 100,000 whose long-term support needs met by admission to residential and nursing care homes**

Extra Care schemes provide tenanted or leasehold properties with on-site care for people who would previously have gone into a care home. These schemes are an important part of local provision and can meet all



### Extra Care Scheme in Wokingham - A Safer Environment for Margaret (name changed)

Margaret lives in an Extra Care Scheme in Wokingham. In September 2018, Margaret returned home from a stay in hospital and found herself in need of care and support. At this point, she was not looking after herself. Her mental state was poor, as was her physical health.

At first Margaret would not engage with the Optalis support team based at the Extra Care scheme. The Deputy Manager and colleagues worked hard to build a rapport with Margaret, and with that rapport came trust in the team to provide the help she needed.

It wasn't long before the care team were flagging concerns about the conditions Margaret was living in. Her personal needs and hygiene were being neglected and her health conditions were not being managed. She was falling regularly, resulting in the need to call in the paramedics to assist her.

The deputy manager who had a good relationship with Margaret, spoke frankly with her about what needed to change. She suggested we getting a team of people around her to help get her right, and she accepted this.

With her agreement the Deputy Manager made a referral to several agencies and professionals to ensure Margaret got the help she needed. An Occupational Therapist provided her with equipment that enabled care staff to assist Margaret in the event of a fall. Preserving her dignity and preventing the need to call on the emergency services.

The team supported Margaret to move into new accommodation within the building, which was going to be better suited to her. They also worked closely with her family, to ensure that we were all working together to ensure Margaret's quality of life improved.

Margaret is now at the point where she is leaving the building, going out with her family and often gets involved in events held within the Extra Care Scheme.

With the care team's persistence and caring approach they were able to get through to Margaret and ensure she got the help she needed. The team worked at Margaret's pace and treated her with respect at all times. Through the positive encouragement of the team she has had a boost to her confidence, and overall this has made a big impact on her health and overall well-being.

needs including dementia. Support can be increased as the needs of residents rise.

People with more advanced forms of dementia or high levels of nursing care needs, may require a level of support or care that it would be impractical to provide in an extra care scheme. When people need to move onto residential (or nursing) care they are likely to have a shorter period of residency and enter with a higher need level than they would previously have done, had they entered a care home from other forms of accommodation.

Whilst the number of residential and nursing placements has gone up slightly over the last three years, the evidence shows that the number of older people expected to require a residential or nursing placement (either Council or self-funded) are expected to increase. Compared to supporting people to live in the community, often residential settings can prevent people from reaching their full potential and can result in people becoming isolated

from their families and community-this may particularly be the case for young adults with mental health or learning disability support needs.

Our aim is to have a range of services which offer people choice and control by increasing the opportunities for all vulnerable adults to live independently within the community. The aspiration is for residential and nursing care to only be an appropriate solution for some people because of their complex or specialist needs. It is important to work with providers to ensure that the accommodation offered is fit for purpose, modern, safe, and affordable taking into account the needs of our residents, particularly with the projected prevalence of dementia. The Council will inform housing needs through the Housing Strategy and the specialist housing tracker that monitors planning applications in the area to ensure that developments are appropriate and meeting the needs of our residents.

## Actions

- a) Develop a Voluntary and Community Sector Strategy that is focused on prevention
- b) Continue to make information about support accessible, simple and easily available including through social media and digital technology
- c) Continue to promote and enhance the Wokingham Community Directory to residents and providers, ensuring that providers update their details, particularly commissioned services
- d) Signpost people to services where they are more appropriately placed to meet people's outcomes (either online, telephone or face to face)
- e) Work in partnership with providers to develop the range of services that people can access directly and remain in the community using data, particularly around 'no service provided'
- f) Develop our strength based approach and provide staff with appropriate and regular training to deliver this
- g) Identify and tackle social isolation
- h) Increase the use of TEC and Assistive Technology
- i) Manage provider performance through contract management
- j) Develop a strategic approach to prevention which anticipates potential needs and intervenes early before they become a crisis i.e. development of care and support services that increase service users' and carers independence
- k) Continue to reduce the need for residential and nursing provision
- l) Work with housing and partners to ensure there is a range of accommodation options to allow people to continue to live in the community including housing that is built for the future taking into account disabilities and meeting specialist needs
- m) Review our extra care housing and the development of an extra care policy
- n) Build capacity or increase resources in Disabled Facilities Grants scheme to enable people to remain at home
- o) Review the provision of day services throughout the borough to determine whether they meet the changing needs of our service users and whether they provide value for money

## Priority 3: Involving people in their care and support

### Personalisation

The Care Act (2014) emphasises the personalisation of services, putting users and carers at the centre of the process and building any support around them. Focussing on the person's needs and how they impact on their wellbeing, and the outcomes they want to achieve. As part of the care and support plan personal budgets are our preferred option for delivering support because they maximise the opportunity for people to exercise choice and control over their services.

- **29% of service users receive Direct Payments**
- **67.1% of people using services were satisfied with their care and support services**
- **37.4% of carers using services were satisfied with their care and support services**

We will continue to personalise our services, giving people and their carers as much choice and control as possible. We will continue to promote and support people to take direct payments to improve satisfaction with services and improving outcomes. For individuals who cannot manage a direct payment we, where appropriate, work with providers to look after personal budgets through arrangements known as Individual Service Funds (ISFs). These ISFs will enable the provider to manage the budget and arrange services and support. Our Support with Confidence scheme lists vetted and approved carers and providers of domestic help, allowing individuals to source care via personal assistants. We plan to increase the capacity of this too.

When personalising, planning and delivering care and support and accommodation services we will take into account equality legislation and protected characteristics, ensuring that there is equal access for everyone and taking into account the changing profile and needs of the Wokingham Borough population, with a higher number of Black and Minority Ethnic groups and a wide range of cultural and religious requirements.

We will support our residents to have a life that is meaningful to them, that provides education, training and employment opportunities where appropriate and living independently or with family. There is a strong link between employment and enhanced quality of life, including evidenced benefits for health and wellbeing including reducing the risk of social and financial exclusion.



### **Richard and Sharon Bolton - Support and Time to care from The Carers Hub**

Sharon's husband Richard was diagnosed with Parkinson's. Sharon met another carer at a Parkinson's coffee morning who told her about the Carers Hub. Sharon joined the hub in October 2018 and attended a 12 week free gym programme. Sharon now goes to the local support centre for swimming with a friend each week.

Sharon attends the General Carers group each month and has found this a positive experience and very much enjoys the meeting.

The Carers Hub has supported Sharon and Richard completing forms.

Richard is very keen to ensure that Sharon has time for herself.

- **21.4% of people with learning disabilities in paid employment (included supported employment)**
- **83% of working age (18-64) service users with a learning disability, are living on their own or with their family**
- **21% of adults 'in contact with secondary mental health services' are in paid employment**

Our approach to procurement and commissioning will be more person-centred and focus on the outcomes that

people say matter most to them. We will apply a strength based approach building on the capabilities of people, their families, friends and communities to support them. This will empower people to have choice and control in their lives, and over their care and support.

We will engage and consult with the public and providers in areas of service development. Wokingham Borough has a wealth of talent available from the people involved in social care. We want to recognise the knowledge and wisdom that "experts by experience" contribute to our understanding of what's important and what works.

Approaches based on ongoing consultation and engagement will be at the heart of our commissioning and service delivery. We have a number of boards such as the Learning Disability Partnership and Carers Strategic Group that we use to design and co-produce services with users and carers. We value their first-hand experience of what works well for them and want them to have a real say in how the services are shaped as they are directly impacted by them. While this is important for all areas, it is essential that commissioning demonstrates excellence in this area, particularly in the development of specifications and in ongoing performance monitoring.

We recognise that we have a responsibility to ensure quality services which respond flexibly and sensitively to the needs of individuals and their carers. Implicit in this is recognition of the need to protect vulnerable adults and to monitor service delivery. Complaints, concerns and compliments are all mechanisms of feedback and all need to be valued. Once a person initiates a complaint, they have already received a service that they are not completely satisfied with and needs to be resolved in a considerate way.

#### **We will:**

- Make it easy for residents to contact us about any concerns
- Listen and work with residents on further action
- Solve problems at an early stage, within departments when they can
- Prevent problems happening again
- Recognise good service

#### **Actions:**

- a) Deliver strength based services (including care and support planning) in a person centred approach with the individual at heart
- b) Developing people's networks and assets-to create an environment in which strengths based approaches can be effective
- c) Link people's needs and outcomes with the assets and resources available in the community

- d) Continue to promote direct payments, particularly for those aged 65 plus
- e) Support the market to be more innovative and be able to deliver services under different arrangements (i.e. direct payments, ISF, micro-enterprises and personal assistants through support with confidence)
- f) Improve the way we involve our customers, their carers and families, our partners, other Council services, provider organisations, statutory services and the local community (i.e. our stakeholders) when we plan, design, commission, deliver and evaluate our services
- g) Take into account the diversity of the borough in arranging people's care and support

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## Priority 4: Work in partnership and commission services that deliver quality and value for money

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### Partnerships and resources

People's needs are often complex and require support and interventions from a range of organisations. It is imperative for WBC and our partners to use our resources effectively. Every pound spent on prevention or care must represent a pound well spent. There are significant pressures on our resources and it is essential that these are maximised to help achieve our priorities. It is important that all services reflect the principles set out in this strategy.

Where there is duplication of services we will look at how this can be improved to best meet increasing demand. We need to ensure that all partners are using the WCD effectively. Through our Continuous Improvement Programme there will be on-going monitoring and review of service provision and expenditure to ensure resources are maximised.

We will work with our partners to ensure that we continue to tackle the challenges that are facing the sector. Our Market Position Statement provides an indication of how we think the social care market may need to develop over the coming few years in response to the pressures outlined in this strategy. Our Health partners and social care providers are integral in helping shape the commissioning and delivery of Adult Social Care



### Dorothy - Supported to remain independent by Age UK Berkshire

#### Mrs Dorothy Flint, 89

Before you went into hospital how were you?

*Prior to going into hospital for my knee replacement, I struggled with walking very far, also my nights were very disturbed through pain and discomfort.*

Were you able to be independent?

*Yes I was quite independent and lived well*

What caused your hospital stay?

*Struggled with my knee for many years but it was now too painful to continue*

How long were you in Hospital?

*I was in RBH for 3 nights and 3 nights in convalescence. The treatment I received in RBH was marvelous and I was very well looked after.*

Were you worried about returning home?

*Yes I was which is why I went into convalescence before I returned home. Also my daughter and son live away from the area so I needed a plan*

Can you explain what a difference Age UK Berkshire made to you settling in at home?

*An amazing difference, helping with shopping, laundry, changing the bed, taking out bins and collecting prescription medication from the chemist. Also arranging with WBC for an Occupational Therapist Assessment to help me with getting in and out the bath and also finding me a stair lift company that rented me a stair lift whilst I needed it.*

services in the future to ensure a sustainable market. Where there is risk of provider failure we will work closely with partners, providers, service users and their carers to minimise any disruption to the service and promote continuity of care.

Working as partners across the whole system we can deliver better quality services that are more integrated, efficient and offer better value. We need to ensure that we share information in a way that ensures our residents receive the best possible experience of care wherever they are.

WBC is a key partner in the Buckinghamshire, Oxfordshire and Berkshire West Integrated Care System (BOB ICS) and will shape reducing and preventing health inequalities and ill health, improving outcomes in a financially sustainable way.

The BCF was developed to pool resources and deliver the integration of adult health and social care services. We are delivering our plan to integrate health and social care through a partnership bringing together the NHS, community health, primary care, social care and Voluntary and Community Sector services in the borough. This has been set up to make a positive contribution to help people in Wokingham Borough live longer and enjoy healthier lives than they do now.

Our services work in partnership within the wider Council but also with external partners from the Care Quality Commission, the NHS, housing and the Voluntary and Community and independent sector, to ensure that we are developing a range of initiatives that tackle the social determinants which are responsible for poor health and well-being, such as social isolation. We will continue to work closely with neighbouring authorities, exploring any opportunities to joint commission services.

WBC run forums and offer opportunities for new and existing providers to be involved in service development and improvements and provide an opportunity to share best practices and service innovation.

## Data and benchmarking

There is a wealth of information collated by WBC that can be utilised to enable us to assess trends and anticipate future demand. As mentioned earlier, there are a high number of people who when contacting services are not provided with a service. It is important that our data recording systems enable us to record and monitor the detail of this. Where there are any gaps and unmet need we will work with providers to deliver and develop such services. Our Market Position Statement will encourage commissioners, people who use services, carers and

provider organisations to work together to identify what care services and support is needed in the area and why.

There is an opportunity across the Council and partners to use the same data sets when following a strategic or policy approach, to ensure consistency across different data. In addition sharing data can also ensure that limited resources are invested in the right areas and improvements made to the quality of care provided. Connected Care is an integrated IT system, covering NHS and social care services across Berkshire. Currently information is supplied to the system by most GP surgeries, local authorities, acute hospitals and our community health provider. It will allow GPs, ambulance staff, hospital staff, community health workers and social care teams to share some of the key items of information needed to deliver improved care to patients and service users.

In addition social care staff must accurately record data, particularly in our internal information management systems. Inaccurate or incomplete information makes it difficult to ascertain the current position and make decisions. Through contracts and return of key performance indicators providers will also be instrumental in the provision of data that will inform our future commissioning priorities, and ensure appropriate investment in relevant areas.

## Innovation and technology

The design and delivery of the preventative offer and care and support services will no doubt need to change as mentioned throughout this strategy. There have been evidence of other Local Authorities doing this successfully in order to meet the challenges they face. We will learn from best practice where possible but will be mindful of the uniqueness of our borough, encouraging a culture of innovation and creativity and supporting the development of new models to deliver social care and support.

In addition to the technology mentioned above, there have been tremendous advances in technology which can support the safety and welfare of individuals living in their own home or in specialist accommodation. We will use the opportunities that the TEC service provides to get the best care and support for people. This is imperative given the increase in younger adults needing care and support who are more likely to be technology friendly.

In addition smart technology can also be used to reduce isolation and loneliness, particularly with the development of virtual assistant devices like Alexa. Through the Smart Cities programme we will pioneer an innovative digital service which enables improvements in connecting isolated older people to services / support on their own terms.

## Workforce

The delivery of Adult Social Care both effectively and safely requires a clear set of operating policies and procedures. These will articulate the standards required and the processes to achieve these. In order to deliver the best outcomes for clients we will need to ensure that our staff have continuing professional development so that their skills are updated to reflect best evidence on professional practice and to ensure they can provide personalised services. This includes training in the strength based approach as well as ensuring that standards in relation to equality and fair and equal access to service is implemented. Our staff will deliver a high level of service that our residents deserve. In the external market, increased complexity of needs will require more highly trained and skilled staff delivering greater levels of care and support. There are proportionally fewer residents working in the Adult Social Care sector in Wokingham Borough than in England as a whole despite the size of groups requiring care being broadly in line with benchmarks, and the growing elderly population. This is linked to the lack of affordability of housing, as well as to the nature of abundant local jobs, particularly in Information and Communication Technology.

Social-care and health services face significant challenges in recruiting, developing and retaining appropriately skilled staff to meet increasing demand. There is an urgent and growing need to recruit and retain more staff into social care. This would include marketing the profession and specific jobs within it. It may be necessary to challenge preconceptions and stereotypes about the work itself, revisiting job design overall, and task structures within jobs in ways that is appealing. In addition our commissioning practices must take into account the issues experienced by providers as well as the geographical nature of Wokingham Borough.

### Actions:

- a) Work with local partners and take part in national initiatives to promote careers in social care, support our workforce and strengthen the care sector
- b) Understand and plan for the increasing complexity and volume of care needs
- c) Consideration for care workers to be key workers in the allocation policy for affordable housing
- d) Maximise the availability and accessibility of assistive technology support for delivering care and in reducing isolation
- e) Encourage new and innovative providers into the market by supportive commissioning and flexible approach to service delivery

- f) Maintain a sustainable high quality care market and develop a market sustainability protocol

## Measuring Success

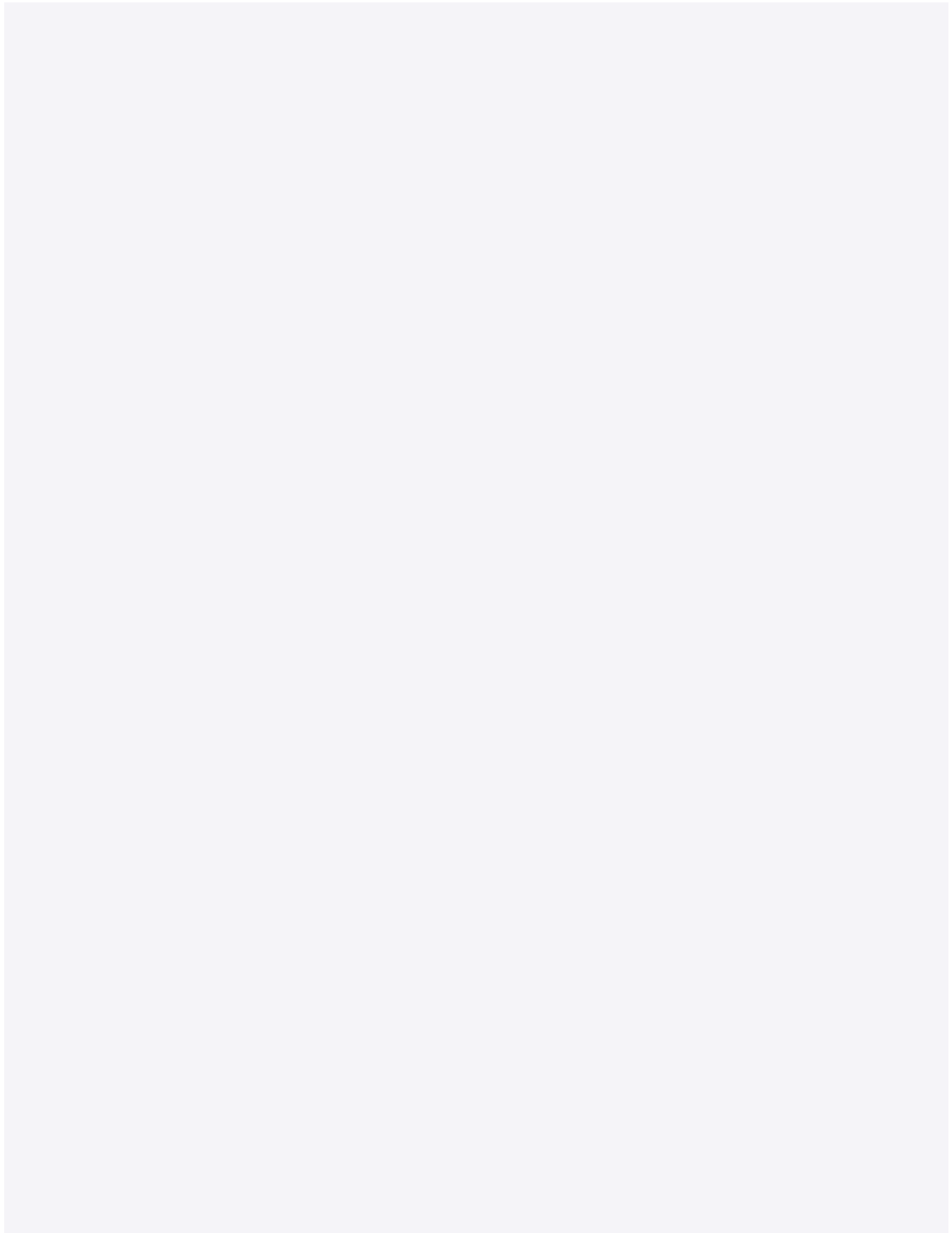
This vision and strategy sets out a framework for delivery of Adult Social Care which will incorporate detailed and wide ranging programmes of work.

We will challenge ourselves to look outwards, we will learn from other local authorities and organisations, benchmark against the best, and learn from what has worked well in other areas (sector-led improvement initiatives) and actively seek feedback from a range of sources and stakeholders including people who use our services and carers.

By 2025 Wokingham Borough will be one of the best boroughs for adults in need of support to live, where all adults with care and support needs, as well as their families and carers are safe, feel included and are a key part of our community. In particular it will be a borough where

- People are accessing community services themselves that allow them to either remain independent in the community or continue to provide care for their loved ones
- There are a wide range of high quality services, including those in the Voluntary and Community Sector that meet our residents low level needs
- Innovation and creativity is encouraged and supported, particularly in the development of alternatives to traditional social care
- Higher numbers of people receiving tailored short term care, that enables them to build on their strengths, learn new skills and continue to live independently
- People are more familiar and confident with technology, particularly to help in reducing social isolation and giving them the security to remain at home
- For those who require long term care, this would be in their own homes allowing them to remain in their communities. There will be a natural step up to extra care to meet their needs and where residential and nursing home is required this will only be for those with the most complex needs.







Wokingham Borough Council  
Strategy and Commissioning

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