

## **APPENDIX – DRAFT VISION AMENDED FOLLOWING CONSULTATION**

### **Maximising Independence and Wellbeing**

#### **Introduction**

Providing quality social care that promotes wellbeing and ensures the best possible outcomes for people is becoming ever more challenging. Government funding has been falling while the population is growing and people are living longer with more complex conditions. This is happening in a period of rapid social, economic and technological change bringing new problems alongside new opportunities. More than ever we need to focus on doing the right things, being clear what we aim to achieve and how we will do it.

This document sets out concisely our vision for Adult Social Care and how we will achieve it by:

- being clear with people about what they can expect from services and what we expect from them;
- ensuring that the help we provide promotes independence; and
- focusing our effort and resources on a programme of change projects to deliver our vision.

#### **Scope**

This is an overarching document covering adults aged 18 or over with care and support needs. As such it is not a comprehensive strategy or action plan, nor is it intended to provide detailed guidance or to summarise the extensive legal framework, including the Care Act 2014 which continues to apply. The purpose of the document is rather to help local people, partner organisations, care providers and staff understand how together we can tackle the challenges facing social care, and achieve our vision.

#### **Context**

The social care system is under pressure across the country due to demographic pressure and the failure of successive governments to implement sustainable approaches to funding. North Somerset's population is growing faster than the national or South West average, with a particularly large increase in the over 85 age group who are most likely to need care or support. In the meantime, reductions in overall funding for local authorities far outweigh any additional central government funding or council tax revenue for social care.

Doing our best for people in these challenging times means responding to people's needs differently, otherwise we will end up simply cutting the existing service model more each year, squeezing costs and diluting services. We are determined to avoid this by fundamentally re-thinking and re-designing our approach to adult social care.

## **Vision**

Our vision for adult social care in North Somerset is

***To promote wellbeing by helping people in North Somerset be as independent as possible for as long possible.***

Independence means being able to live your own life as part of your community, making your own choices and decisions, living if possible in your own home or with your family and not having to rely on others more than necessary for your safety and wellbeing, both physical and mental.

As adults most of us want to be as independent as possible but we sometimes need help and support to achieve this. Depending on our individual needs and circumstances this might only be for short periods of time or at specific points in our lives, but some of us need help to be as independent as possible throughout our lives.

Helping people to be more independent is beneficial for both individuals and the community. The more successful we are, the better we will be able to cope with the challenges of a growing and ageing population and continue to provide good quality care and support to those who need it most.

## **Our 'Offer' and Values**

We have not always been sufficiently clear with people about what they can expect from us and what we expect from them. Setting out our 'offer' clearly will help ensure that the support and services which we provide to maximise independence and wellbeing are provided fairly and consistently, and complement what people, carers and communities already do, or could do, for themselves.

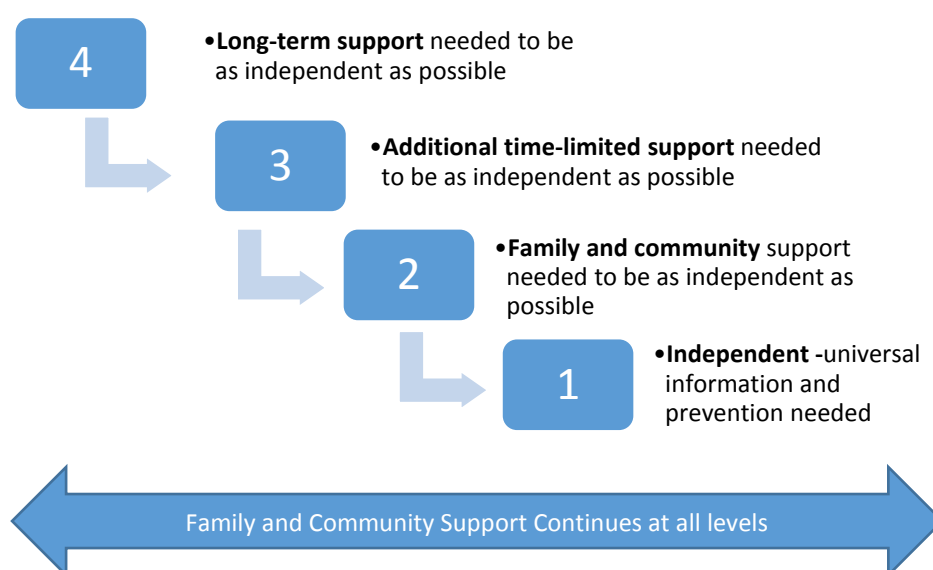
We provide social care within a legal framework, including the Care Act 2014, with which we will continue to comply. In this context the Care Act sets out a clear structure for adult social care provision within which North Somerset Council operates. In broad terms we:

- Assess needs;
- Determine which needs, if any, are eligible needs;
- Assess individuals' income and capital to determine their financial contribution, if any, towards the cost of their care and support
- Make necessary arrangements to meet eligible needs;
- If a direct payment is being offered, consider the reasonable cost to the local authority of meeting the eligible needs; and

As such, much of our offer is already good practice. What is new is setting out plainly a strengths-based approach, which starts by identifying the person's strengths and support networks, and aims to maximise their independence by helping people to support themselves and one another.

*“A strengths-based approach to care, support and inclusion says let’s first look at what people do with their skills and their resources and what can the people around them do in their relationships and their communities. People need to be seen as more than just their care needs – they need to be experts and in charge of their own lives”*

Each of us can achieve different levels of independence at different points in our lives and the level of support we need from our family, community or services will go up or down. Some of us will need support to be independent throughout our lives, while others need support only for short periods once we reach adulthood. We have identified four levels of independence that we will strive to help people achieve (shown in the diagram below). We will provide a tailored offer, aiming to help individuals maximise their independence, and if their needs increase, to help them to quickly regain their previous level of independence whenever possible.



We will work with partners and providers to commission the right advice, support and services to maximise each individual’s independence, so that people get the right response for their needs, and that the whole health and care system works together with families and communities to promote independence. This includes continuing to lead an effective multi-agency safeguarding system which strives to prevent neglect and abuse and acts quickly to stop it if it happens.

When residents or families approach us for advice, information or support we will discuss with them what they can do for themselves and how their family, carer or wider social network can support them to be as independent as possible. We will also talk about any community or voluntary services that can support them.

We know from the responses in our consultation that people want to remain as independent as possible and retain their dignity and pride in knowing that they can care for themselves. It is easier for people to stay independent if they have good community networks, so we will always encourage people to maintain or, if they are becoming socially isolated, to renew, their links with family members, friends, neighbours and community groups like clubs. If adults need support with personal care or maintaining their safety at home, we will usually talk with them about

providing equipment. Equipment can range from a simple walking aid, to a life-line pendant or a costly item like a ceiling track hoist and will often be sufficient to meet someone's needs. If a package of care and support is needed in addition to equipment we will assess for eligible social care needs and a financial assessment will determine if a charge will be applied for the services provided.

In assessing the need for social care services, we will remain person centered and consider how a range of services can be tailored to best meet any eligible needs. Any services that the council provides will be for assessed eligible needs and will be alongside, not instead of, family and community support. Any needs identified will depend on the individual's circumstances and will be considered on a case-by-case basis. Services will usually be short term and intended to bring people back to full independence. Long term care and support will most often be provided to people with enduring long-term needs. In all cases the Council will take account of existing and potential support networks and resources to work to help individuals to maximise their independence.

In working with people to assess what care and support is needed, the council may take reasonable account of best value and decisions on the reasonable cost of any care provided will be made on a case by case basis taking account of the person-centered care and support plan.

For people with long term care and support needs we may offer them a direct payment so that they can employ someone to carry out their care and support. The offer of a direct payment will be made taking account of the Care Act regulations<sup>ii</sup>. If a person chooses to take a direct payment and the cost of their chosen provider is more than the cost that the council can commission the service, the person will in most cases be responsible for meeting the additional cost.

In some circumstances the care required to live at home will be so complex or intensive that a discussion will be held with the individual and their family or carer as to whether residential or nursing care would be the best option to meet the individual's needs. When assessing complex and intense needs the council will take account of the individual's wishes and will also take reasonable account of the cost of any care provided.

Strong partnerships and effective commissioning are essential to achieving our vision. This will include improving integration between health and social care, building community capacity, shaping the market to ensure that when people do need services sufficient choice and quality is available locally, and working with care providers as partners in maximising independence. Our approach to commissioning will be evidence based and user-centred. The Housing with Support Strategy and forthcoming Assistive Technology Strategy will ensure we are ambitious in supporting innovation and transformation in service delivery.

The council recognises the enormous contribution of unpaid carers and will offer an individual assessment to all carers to determine eligibility for a service either in their own right or to support a relative or loved one.

We remain committed to providing timely and effective reablement services to return people to a higher level of independence as quickly as possible (indicated by the arrows in the diagram). We will also support carers to be independent themselves and to support the people they care for in the community.

We will continue to take our legal responsibilities for safeguarding extremely seriously and whenever we think an adult in our area with care and support needs may be at risk of abuse or neglect we will ensure that enquiries are made to find out what action is needed to protect them.

## **Our Values**

We will be changing some things but we will not be changing our values, which are essential to achieving good outcomes for people. The Council's values like 'putting customers first' and 'getting things done' apply equally to all our services, but there are also specific values relevant to social care professions and roles:

- We will put people first and put them at the centre of what we do;
- We will treat people with dignity and respect, valuing their individuality and diversity;
- We will empower people, giving them as much choice and control as possible, maximising their independence, consistent with their safety and wellbeing;
- We will ensure that people are protected from abuse and neglect and we will protect the rights of people whose mental capacity is reduced by ill health or disability;
- We will work in partnership with our clients, their carers, the voluntary and community sector, and health organisations;
- We will ensure that the services which we provide, arrange or commission are of good quality;
- We will ensure that services are provided consistently and in line with standards, so that people know what to expect, and people with similar needs get a similar response;
- We will manage resources well on behalf of the community, conscious that if someone receives a service they don't need, it may not be there for someone who does.

## **Our Change Programme**

To achieve our vision in the challenging context described we need we need a bespoke transformation programme for adult social care. We call this programme *Maximising Independence and Wellbeing* and it consists of a series of projects which together aim to do just that.

The design of the programme is informed by some key assumptions:

- The funding position for local authorities is unlikely to improve significantly in the next few years;
- The national system for funding social care needs radical reform and until this is addressed we will continue to face severe budget pressures;

- Our goal is to get spending back on a sustainable trajectory but given the context we can't guarantee how quickly this can be achieved. However, the further we can get towards our goal the better it will be for our clients and the community as a whole;
- We have limited resources to support change projects. Therefore, we need to prioritise carefully and focus on those things which will have the most impact;
- Most of the resource to deliver the programme will have to be re-directed from other priorities. This will have an impact;
- Managing projects in a programme is the most efficient and effective way to ensure that they deliver on time and in budget; that the expected benefits are realised and that interdependencies are identified and managed effectively.

To avoid spreading our effort too thinly we will focus our effort on a few high impact projects:

- **Right Response** – continue to re-design our 'front door' and pathways, including the re-design of the Single Point of Access (SPA) and the community clinic model, reducing the number of unnecessary assessments, helping people to help themselves whenever possible;
- **Assistive Technology** – making the most of new technologies to support people to be as independent as possible and ensuring that the systems, processes and services are there to support this;
- **Accommodation Options** – scaling up extra-care housing, shared lives and other alternatives to residential and nursing homes;
- **Better Reviews** – overhauling our approach to reviews so that whatever we provide, whether a personal budget or service, continues only for as long as needed and is effective in increasing independence;
- **Empowering Communities** – empowering communities and volunteers to play a bigger role in supporting people, building on the existing Community Connect approach;
- **Systems and Processes** – replacing our electronic case record system and using this opportunity to review, streamline and standardise our key business processes, achieving a step change in our use of information;
- **Savings Delivery** – maximising delivery of existing savings, cost avoidance and income plans through robust monitoring and management.

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<sup>i</sup> Alex Fox, Chief Executive Shared Lives (quoted in the Social Care Institute for Excellence guide to *Strengths-based approaches for assessment and eligibility under the Care Act 2014*)

<sup>ii</sup> Care and Support (Direct Payments) Regulations 2014