



**Adult Social Care, Health and Housing  
Directorate Plan 2009/10  
September 2008**

## **THE COUNCIL'S VISION FOR CENTRAL BEDFORDSHIRE**

*“Our vision is to improve the quality of life of all in Central Bedfordshire, and enhance the unique quality of our communities and our environment”.*

The Council's Directorates will work together to implement this vision.

The Council's most important aim is to deliver the services our population needs, with five agreed Council priorities for 2009-11:

1. Supporting and caring for an ageing population
2. Educating, protecting and providing opportunities for children and young People
3. Managing growth effectively
4. Creating safer communities
5. Promoting healthier lifestyles

## **ADULT SOCIAL CARE, HEALTH AND HOUSING**

This Directorate Plan sets out the key strategic direction for Adult Social Care, Health and Housing services for Central Bedfordshire. It also reflects national and local priorities. It is part of a family of plans covering the Council and our partners which will ensure services are integrated to meet the needs of communities in delivering high quality social care, health and housing services.

### **Strategic Direction and Vision**

The overarching purpose of the Directorate is to promote the independence, social inclusion and well-being of all of the people of Central Bedfordshire.

The Directorate brings social care, health and housing together in one place for the first time in Bedfordshire. Full integration of these services is a cornerstone of joined-up service delivery across the Council, creating a single point of contact and assessment, allowing the Council to promote social inclusion by identifying and responding to the needs of our communities on all fronts.

This will be achieved through direct delivery of services to our residents and customers and through the development and implementation of a strategic role that ensures effective delivery through other agencies. In both areas, the Directorate will be the heart of a partnership that promotes the well-being of individuals and their families, carers and the whole community at large. We will listen to people, respect and value their expertise and experience and involve them fully in the way services are delivered and planned. We will work within the key strategic directions for our services and engage with our communities in delivering services with a local context.

The key drivers for the Directorate's services are:

- Individual budgets and self-directed support – increasing personal choice and control.
- Early intervention and prevention – a move towards “predict and prevent” rather than “find and fix”.
- A shift in health services towards primary care provision – ensuring people are able to access services in their community.

- Increasing support for carers.
- Providing decent, affordable homes for all in public and private sectors.
- Creating sustainable communities in urban and rural areas where people feel at home and comfortable in their neighbourhood.
- Developing housing services and options that encourage people towards greater economic independence and social mobility.
- Helping the elderly and vulnerable people to remain living safely in their homes if that is their wish.

### Priorities

The Directorate priorities reflect the national drivers, the seven positive outcomes for adults using health and social care services and the Council's priorities:

Directorate Priorities	
Priority	Outcome
To focus on prevention and health improvement in Central Bedfordshire through a person-centred assessment that will provide an appropriate level of support and assistance for people, groups and communities to have more control over their own health and well-being.	Improved health and emotional well-being
To provide a seamless service that works across the Council and with partners to enable more people, including carers, to participate in their communities, have work and leisure opportunities and have access to good housing in a successful community.	Improved quality of life
To engage with people early to explore the range of options available for them to lead a full life with their family, their friends and their community.	Making a positive contribution
To provide an open and transparent service with accessible information and support to enable people to make informed decisions about their personal care, support and housing options. To work together to develop innovative services that people want.	Increased choice and control
To promote equality through providing a mixture of services and delivery types that reflect and respect the diversity of individuals and communities.	Freedom from discrimination and harassment
To safeguard individuals, their carers and the community and ensure they receive a standard of care and support based upon respect, dignity and choice.	Maintaining personal dignity and respect
To work together with individuals to increase their economic well-being and with partners to increase the opportunities available.	Economic well-being

We will deliver our priorities through:

- Providing integrated services, delivered locally with the focus on prevention
- Safeguarding vulnerable adults, with a strong emphasis on a people centred approach delivering improved personal outcomes
- Providing a person-centred assessment with care and support services tailored to the persons' needs
- Providing Decent homes to our tenants and leaseholders, as a comprehensive housing management service; expanding other private sector housing options, meeting needs and preventing homelessness
- Promoting equality and providing services based on the principle of equity
- Providing and developing health and personal care services that are patient led, enhance choice and are flexible
- Promoting pathways to inclusion through tackling problems and supporting the community to be socially inclusive
- A specialist housing options service, case-working across tenures and client groups, linked to specialist employment and training advice, care and support services, and financial advice.

The Directorate will have approximately 640 full-time equivalent employees and an indicative General Fund net budget for 2008/9 of approximately £52 million, and a Housing Revenue Account gross budget of £20 million. The detail of employee structures and budget allocation for each service area are set out in individual Business Plans.

### Partnership working

The Council relies on a strong network of partners to deliver the Directorate's services and will continue to expand and strengthen partnership opportunities to improve service delivery. At a strategic level, the Council is a key part of the Local Strategic Partnership (LSP) that brings together public, private and not-for-profit agencies to agree the vision for Central Bedfordshire and its ambitions and targets through the Local Area Agreement (LAA). The Director of Public Health, as a joint appointment with the PCT will support the delivery of the LAA targets for Health and Wellbeing in conjunction with the Primary Care Trust (PCT), LINKs and other LSP Partners.

The Directorate's services particularly contribute to the following LAA targets:

Local Area Agreement Indicator	2008/9 baseline	2011 target
Number of social care clients receiving self-directed support	894	2,981
Carers receiving assessment or review and specific carers service	20%	40%
Vulnerable people moving into independent living	69%	80%
Vulnerable people supported in independent living	98%	98.5%
All-age all cause mortality rate (Persons per 100,000 population)	540	515
16+ current smoking rate prevalence (persons per 100,000 population)	654	699

There are also formal partnerships with NHS Trusts for the provision of community equipment services, mental health services and supported employment, as well as integrated health and care teams providing direct services to clients. In addition, many services are commissioned from private and voluntary sector organisations, including residential and domiciliary care services.

The Council works in partnership with Registered Social Landlords and the Housing Corporation in providing extracare and other supported housing and works with a large number of partners in maintaining and improving the Council's own housing stock.

### Performance Management and Inspection

The Directorate's performance is measured through a number of Performance Indicators, set out in detail in each of the Business Plans. These include the new National Indicator Set, the Performance Assessment Framework for Social Services, the Local Area Agreement and other key local indicators. These indicators are part of the "golden thread" linking the Council's high level ambitions through to Directorate plans, service plans and individual personal development plans.

In addition, our services are subject to external inspection:

- Housing services will be inspected by the Audit Commission
- Health and care services will be inspected through a new merged inspectorate for health, social care and mental health services
- The Council's performance as a whole will be judged through the Comprehensive Area Assessment.

### Business Plans

This Directorate Plan is supported by 5 detailed Business Plans, setting out how each service will contribute to the Council's and Directorate vision and priorities. A brief summary of each service is given below:

<b>Housing Landlord Services</b>	
<p><b>Nature &amp; scope:</b></p> <ul style="list-style-type: none"> <li>• Comprehensive Housing management Service</li> <li>• Achieve Decent Homes Standard for 5300 homes and protect the social housing asset</li> <li>• Estate management and improvement</li> </ul>	<p><b>Major projects 2009-12</b></p> <ul style="list-style-type: none"> <li>• Produce and implement asset management strategy</li> <li>• Review anti-social behaviour strategy</li> <li>• Consult with tenants on housing options</li> <li>• Set up neighbourhood management pilot</li> </ul>
<b>Independent Living and Care Management</b>	
<p><b>Nature &amp; scope:</b></p> <ul style="list-style-type: none"> <li>• Care assessment, management and review services</li> </ul>	<p><b>Major projects 2009-12</b></p> <ul style="list-style-type: none"> <li>• Implementing system change to personalised care approach</li> </ul>

<ul style="list-style-type: none"> <li>• Intermediate &amp; enhanced care services</li> <li>• Occupational therapy</li> <li>• Directly provided care services</li> </ul>	<ul style="list-style-type: none"> <li>• Expanding use of preventative technology</li> <li>• Increasing opportunities for carers</li> </ul>
<b>Well-being through Prevention and Options</b>	
<p><b>Nature &amp; scope:</b></p> <ul style="list-style-type: none"> <li>• Private Sector Housing Renewal, minimum standards, anti-poverty and Welfare Rights</li> <li>• Homelessness prevention; Housing options and choice-based lettings</li> <li>• Pathways into housing, care and support</li> </ul>	<p><b>Major projects 2009-12</b></p> <ul style="list-style-type: none"> <li>• Launch and implementation of choice based lettings</li> <li>• Developing and implementing a temporary accommodation strategy</li> <li>• Developing single assessment procedures</li> </ul>
<b>Business Systems and Market Strategy</b>	
<p><b>Nature &amp; scope:</b></p> <ul style="list-style-type: none"> <li>• Performance management</li> <li>• Increasing market capacity</li> <li>• Partnerships and contracting</li> <li>• Finance and systems support</li> </ul>	<p><b>Major projects 2009-12</b></p> <ul style="list-style-type: none"> <li>• Developing resource allocation system processes</li> <li>• Residential homes modernisation programme; delivery of extra care housing</li> <li>• Set up joint performance and management framework</li> </ul>
<b>Strategy for Health, Care, Housing and Inclusion</b>	
<p><b>Nature &amp; scope:</b></p> <ul style="list-style-type: none"> <li>• Joint commissioning strategies</li> <li>• System change</li> <li>• Needs and market analysis</li> <li>• Personalising social care</li> </ul>	<p><b>Major projects 2009-12</b></p> <ul style="list-style-type: none"> <li>• Implement DoH funded campus closure programme</li> <li>• Day service modernisation strategy</li> <li>• Strategy for personalisation</li> </ul>

## Summary

This Directorate Plan and each of the Business Plans will be reviewed and refreshed annually. A comprehensive performance management framework is being developed, which will set out the structure for monitoring and measuring our performance and how the cycle for reviewing and monitoring plans at strategic, operational, team and individual level will contribute to delivering quality services.

The Council will be setting targets against around 200 national performance indicators and a range of local indicators. Subsets of this information will be used to monitor progress against our priorities by, amongst others, the Management Team, Executive and Overview & Scrutiny Committees.

The Council's Strategic Plan and the full set of Directorate and Business Plans are all available on the Central Bedfordshire Council website: <http://www.centralbeds.gov.uk/>