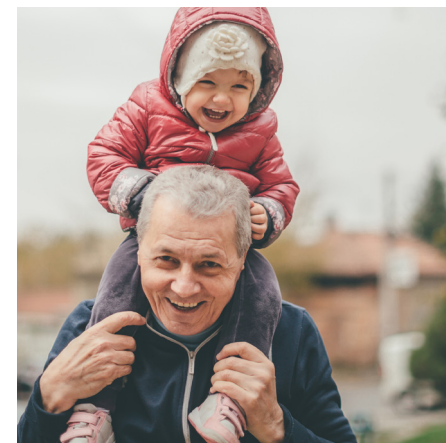


# Adults' Services **Directorate Plan**

2022 - 2026



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## 1. Introduction

Welcome to year three of the Adults Services' Directorate 4-year plan covering 2022 - 2026. This plan represents our priorities and ambitions and will also look back on 2023-2024.

The plan outlines our key intentions and where we will focus our efforts to meet the needs of our local communities and people who use services. It is not intended to cover everything we do or our achievements but to focus on the key areas and priorities.

We believe in helping people to live a life, not a service. We want, where possible, to support people to maintain their independence and for them to reduce the likely need for intrusive and dependent care models. We recognise the pivotal role of the Community and Voluntary sectors in helping us to work together to support our most vulnerable people in the local community. It remains our intention to continue to proactively engage and to build on a strengths-based approach to early intervention through co-production. Our statutory service responsibility is to work with individuals with care and support needs, who may require any of the services we provide or arrange. We will do this through the strengths based and asset-based approach, to build on what individuals, families and communities can do with the right support. Our intention is to ensure that people who are eligible for adult social care support receive a good quality service, that meets their needs and that they are satisfied with to make a meaningful difference.

This plan focuses on the Adults Directorate but has an ambition to maximise the benefits of closer partnership working to other service areas,

not only to support a lifelong journey, through working with the Children's Directorate, with young people, and the Parent Carer Forum regarding transition and preparing for adulthood. It's also about our partnerships and how we safeguard adults with care and support needs, experiencing, or at risk of abuse or neglect. This requires collaboration through more integrated ways of working (with a range of partners who work with our communities. We describe this as 'Place', increasingly recognising the importance of local neighbourhoods within the Local Authority area.

Whilst there remain many challenges and further to go to recover the pandemic impacts, the past year has seen areas of progress and it is important that we fully recognise and celebrate the areas of success, continuity, innovation, community and partnership working, in which we will build upon further in the year ahead.

Looking forward, the Directorate will continue to be lean, efficient, innovative, pro-active and agile if it is to cope with the increasing demands and pressures faced.



**Kate Walker**  
Director of Adults' Services



**Cllr Robert Rigby**  
Portfolio Holder for Valuing Families-  
Adults' Services

## 2. Our Vision

The overall vision for the Adults' Services Directorate is to deliver services which ensure that Bedford is:

*A Borough where people, particularly the most vulnerable are able to lead happy, independent lives and fulfil their potential.*

Bedford Borough Council's is committed to maintaining safe and effective services for individuals with care and support needs and their carer's. The Adult Services directorate is central to the delivery of this ambition, though its work with partners as well as direct support with people.



This directorate plan will help the service deliver against the Council's Corporate Plan 'Together Bedford Borough' 2022- 2026, and the four key goals and strategic priorities: highlighted below are priority areas which link to specific performance metrics in appendix 1 concerning Adults' Services.

## Develop Places

**Our three strategic priorities for this goal are to:**

- Develop our urban and rural places DP1
- Develop a more sustainable transport and infrastructure network DP2
- Enrich our local environment DP3

## Enable Prosperity

**Our three strategic priorities for this goal are to:**

- Provide the right support for sustainable business growth EP1
- Sustain the vitality of our town centres EP2
- Support educational attainment and skills development for all ages EP3

## Support People

**Our three strategic priorities for this goal are to:**

- Support our residents to access the right services, including by digital means, at the right time SP1
- Deliver tailored support which respects people's needs, SP2
- Work with partners to provide the right housing mix SP3

## Empower Communities

**Our three strategic priorities for this goal are to:**

- Enable people to participate in their community and celebrate our vibrant culture EL1
- Support communities to help one another and to thrive, EP2
- Support people to fulfil their potential EP3

There are two cross cutting themes to support the delivery of our corporate goals, which will run through all that we do:

- Climate Change Emergency - to deliver what we do across all our services to address climate change,
- Wellbeing – to support wherever possible measures to improve our residents' health and wellbeing including activities that help support physical and mental health.

Within the delivery of Adult Social Care Services we will contribute to all four key goals and the cross cutting themes of the Corporate Plan. In particular, our performance metrics will measure our success against the goals and strategic objectives as we reflect back and move forward.

The link to the Corporate Plan can be found here:

<https://bbcdevwebfiles.blob.core.windows.net/webfiles/Your%20Council/About%20the%20Council/corporate-plan-2022-2026.pdf>



### 3. Context

The Adult Services Directorate is operating in challenging times. In all areas, we will be facing an increase in demand for services from demographic changes, increasing complexity of need and greater aspirations. This is at a time of continued financial constraint when we need to deliver services with significantly reduced resources. The Directorate provides services for some of the most vulnerable adults in the Borough. Some of the headlines and key pressures we are facing are as follow:

- Bedford Borough is a small unitary council that encompasses both urban and rural communities. It is very diverse, with over 120 languages spoken and 1 in 3 in Bedford and Kempston towns are from minority ethnic groups.
- The Census 2021 shows that Bedford Borough had the highest levels of population increase in the East of England since the last census in 2011 and is now 189,900. The older population has increased by 25% since the last census in 2011.
- 32,700 people are aged 65 and over, 9,000 are over 80 and 1,700 are aged over 90 years.
- According to locally produced population forecasts that account for planned housing growth the population is expected to increase to 244,500 by 2043.
- Our over 85 age' population are living longer but with a higher complexity of needs.
- Between 2023 and 2042 the number of people aged 65 and over is expected to increase from 32,700 to 53,600, a 64% increase
- In 2023 there were 1,393 adults aged over 65 with diagnosed dementia. The true prevalence is thought to be more than 2,000 as dementia is under-diagnosed.
- There is higher demand for housing and there continues to be a rise in the numbers of individuals presenting as at risk of homelessness.
- Around 7,479 people in Bedford Borough live in areas that are among the 10% most deprived nationally.
- By the age of 65 most people have two or more long-term conditions. (including mental health conditions), but people from the most deprived neighbourhoods develop them 10 years earlier.
- The Care Act 2014 legislation places an emphasis on prevention, which is at the forefront of promoting independence and choice for people. We continue to work together with communities and organisations to enable people to take greater control of their own health and wellbeing.
- The growth in the number and complexity of young people reaching the age of transition, with learning disabilities, those with increasing neuro-diverse needs and rising levels of mental health cases for people in the working age bracket continues to expand.
- The increase in the numbers aged 85 and over is likely to result in additional demand for Home Care, Nursing and Residential Care and, also, Extra Care provision although we will always aim to support people in their own homes, where possible.
- As vulnerable people continue to face increasing challenges, we must ensure we continue to have robust and effective safeguarding procedures in place for adults. We continue to see rising numbers of adult safeguarding contacts year on year, as well as increasing applications regarding Deprivation of Liberty Safeguards (DoLS).

- Our Care Standards Team and Lead Commissioners must continue to work closely with our care providers to prevent provider failure. Our Adult Services' market position statement must capture and work with the key partners, to plan for the anticipated and changing needs and demands. The continued development of strategies, through effective and joined up planning to support the needs and desired outcomes of our population will be required, with affordability due to limited resource, with involvement of public health services, housing partners and many other key areas.
- There is a cost-of-living crisis affecting many residents.
- Workforce pressures continue across the social care sector including recruitment and retention of front-line care staff as well as Qualified Social Workers and Occupational Therapists.
- The Council continues to face significant challenges in delivering key services to residents against a backdrop of reduced Government funding, uncertain economic times and increasing demand.
- Continued Government Reforms and uncertainty for adult Social Care with additional measures to be in place around the sustainability of the care market, and higher regulation. All areas, whilst positive in aspiration, will likely place a range of additional financial burdens on the authority.

The Borough faces, in common with all local authorities, the financial challenges arising from austerity. The 2023/2024 budget was been set against a context of reduced government funding and increasing service and cost pressures, in particular in relation to Adult Social Care. This situation is likely to continue and as such, the Council will continue to face

the challenge of providing key services within overall reduced resources. The Council continues to deliver its efficiency savings to bridge the medium term financial strategy pressure of £33.4 million.

The Adults' Directorate will need to ensure that we are as efficient as possible and continue to seek new and innovative ways of delivering services. These challenges should not stop us from aspiring to provide modern, efficient and effective services that deliver good outcomes for individuals, community and neighbourhoods. In all areas we aspire to deliver services that have been designed with and for our clients. We have made progress in working towards the integration of care and support with partners in health, with collaborative approaches and we have extended our reach to include further joined up working with other service providers, to ensure that we continue to commission services for those who are eligible for care and support, and to work with an early help ethos, signposting people to assets already available in their communities, with key voluntary agencies. We also continue to utilise the pooled budget and the 'Better Care Fund', which will help us in taking this work forward.

We cannot deliver the most effective services on our own. We need to work in partnership with other public sector services, the private sector and voluntary and community groups with a focus on place and neighbourhood. In particular, we need to work with local people, local partners and key stakeholders to ensure effective safeguarding. This will require strong partnerships with the Police, Health organisations and other core agencies. Our relationship with the Bedfordshire, Luton and Milton Keynes (BLMK) Integrated Care System (ICS) will be critical to the delivery of high quality services for some of the most vulnerable people in our

communities, particularly as the Integrated Care System develops and evolves.

On 1 December 2021, the Department for Health and Social Care published its Adult Social Care (ASC) Reform White Paper entitled “People at the Heart of Care”. The government set out its ten-year vision and three-year funding plans. Its stated intention was to better integrate social care with health and housing. It includes proposals for supporting Local Authorities including a specific focus on strengthening market shaping and commissioning functions and plans for improved data that will allow understanding about how local areas are achieving the vision for reform, identifying strong performance, and spreading best practice.

We will continue to focus on specific areas in the white paper, ‘People at the Heart of Care’ to move towards greater transformation, within the resources available and within the revised guidance, as some of the key reform areas are paused by government. We will continue to judge our progress against a range of performance indicators and the outcomes of the future inspection and assessment regimes our services will receive from the Care Quality Commission. Appendix 1 shows the performance indicators by which the Directorate is measured at this time.

#### [People at the Heart of Care: Adult Social Care Reform](#)





## 4. Delivering Our Vision - Governance

The Adults' Directorate is accountable to the Mayor, Executive and elected Members of the Council and in particular the Portfolio Holder for Valuing Families: Adults' Services, Cllr Robert Rigby. The Executive Cabinet has overall responsibility for most Council services and for preparing the draft budget and the Council's major policies and strategies for consideration and approval by Full Council.

It is also responsible for implementing those policies and spending the budget in accordance with the policy framework and the Council's Financial Procedure Rules.

The Director of Adults' Services is accountable to the Chief Executive and is a member of the Corporate Leadership Team of the Council. The Director of Adults' Services is responsible for ensuring that the Council meets the statutory duties of a Director of Adult Social Services (DASS).

The DASS should ensure that effective systems are in place for discharging the following functions (including where a local authority has commissioned any services from another provider rather than delivering them itself):

- Prevention, information and advice.
- Systems leadership and making sure the voice of social care, social work and the social model is heard, particularly by working with NHS partners, the police, care and health providers, voluntary organisations, the wider council and members of the community etc. to:
  - Shape care and health and wider public services in the area
  - Promote the inclusion and rights of disabled and older people

- Leading and championing the voice of people needing social care by engagement with them, shaping, influencing and implementing policy.
- Meeting essential needs for care and support.
- Market shaping and continuity: commissioning effectively and ensure the availability and quality of services that people want in order to be in control of their lives.
- Safeguarding adults from needing care and support:
  - From abuse or neglect
  - When doctors are considering compulsory treatment or admission to psychiatric hospital
  - When people lack capacity to decide and may be restricted / deprived of their liberty
- Financial and resources management:
  - To manage within resources, including the Adult Services Charging Policies and to advocate for a fair share for adults needing care and support - See 2024/25 Budget.

The Directorate works within the constitution and governance arrangements of the Council including the Committee structure and financial procedure rules.

. The Adults' Directorate plays a key role in the Bedford Borough Health and Well Being Board and the Executive Delivery Group with a particular focus in the strategy on adults' to support 'Healthy Place, healthy people, focusing on the building blocks of life.'

<https://www.bedford.gov.uk/media/7208/download?inline>

This includes ensuring that the priorities of the Health and Wellbeing Strategy are delivered.

1. We will prioritise actions to strengthen the building blocks of health – the social, economic, commercial, and environmental conditions that impact on people's health – over trying to change individual behaviours.
2. Whilst we will take action to improve the health of people across Bedford Borough, more effort will be made to help groups of people and communities that are experiencing worse health outcomes than they should. This includes people from ethnic minority groups, people with disabilities, people with severe mental illness, and people that experience financial hardship or social disadvantage.
3. We will take action across all ages and stages of life, from pre-conception and pregnancy, through to childhood, adulthood and old age.
4. We will take action in collaboration with local communities and partner organisations, including voluntary sector organisations; and we will work with local anchor institutions and businesses with a stake in their community.



## The Better Care Fund Plan

We are committed to continue the momentum in partnership, working to better manage and reduce the boundaries between health and social care where these hinder the integration of services around the needs of local people.

In doing so, we will bring in changes leading to fuller integration and better coordinated care both within the Better Care Fund and in wider services.

This will deliver:

- Better health for individuals through increased prevention and supported self-care.
- Better ways of organising care, breaking out of the artificial boundaries between hospitals and primary care, between health and social care, between generalists and specialists and bring about much more connectivity with the third sector providers and access to local community assets.
- Outcomes that meet rising demand and complexity within resource availability.

The Care Act 2014 makes Safeguarding Adults Board a statutory requirement.

**The Adults' Directorate is a core member of the Safeguarding Adults Board (SAB) and its executive, and contributes to the delivery of the annual business plan.**

- This SAB has joint arrangements covering the two local authority areas of Central Bedfordshire Council and Bedford Borough Council. These shared arrangements were established prior to safeguarding boards being a statutory requirement and ensure consistency of safeguarding arrangements across the areas, benefitting partner agencies, practitioners and local communities. Learning and best practices as well as policies and procedures and Board resources are all shared thereby minimising burdens both in terms of cost as well as professionals time.

**The 24/ 25 SAB Priorities are outlined below:**

**Priority 1** – Review and refresh the governance and functioning of the SAB and its Subgroups taking account of feedback from partners and the SAB audit.

**Priority 2** – Improving assurance, reporting and challenge

**Priority 3** - Develop better systems of engagement and co-production

**Priority 4** – Child to parent abuse

**Priority 5** – Rough sleeping and homelessness (Ministerial Directive)

[The SAB Annual report 2023-2024 link can be found here](#)

The Adults' Directorate also remains committed to supporting the principles contained in the Council's Corporate Parenting Strategy:

- To act in the best interests, and promote the physical and mental health and well-being of those children and young people to encourage those children and young people to express their views, wishes and feelings.
- To take into account the views, wishes and feelings of those children and young people.
- To help those children and young people gain access to, and make the best use of, services provided by the local authority and its relevant partners.
- To promote high aspirations, and seek to secure the best outcomes, for those children and young people. • For those children and young people to be safe, and for stability in their home lives, relationships and education or work; and
- To prepare those children and young people for adulthood and independent living.

## 5. Delivering Our Vision - Our Services

Whilst the Directorate provides services to a diverse group of residents, there are 6 basic principles that we will follow:

- We aim to provide early help and intervention to prevent escalation to a more serious level by preventing, delaying or reducing the need to use adult social care services.
- Wherever possible we will seek to sustain independence and help people to help themselves through developing skills and realising their potential.
- We will work with people who use services and their families and carers, to ensure the services are fit for the way people live their lives.
- We will continue to develop a strengths based, co-produced and progression model to improve outcomes.
- We aim to provide services of the highest quality, which promote good outcomes and are 'value for money'.
- We will work in partnership to achieve integrated and joined up services.
- Services will be designed with the individual, and family/carers in mind.
- We will prioritise safeguarding of the vulnerable and work with others to ensure individuals are kept safe from abuse, neglect and harm.

The Directorate will continue to provide and commission services to vulnerable adults including those with special educational needs and disabilities. Our services will be inclusive of support during transitional times, such as when preparing for adulthood and through to end-of-life care and support.

We provide specialist and targeted services for older people with fragility, vulnerable adults, those requiring safeguarding support and protection and assessments to identify presenting needs. We believe that the provision of good information, advice and support is integral to delivering our services and ensuring individuals can make good choices, at what ever part of their journey.



**We have a statutory duty to meet the needs of people with identified care and support needs and their carers following an assessment of need. This includes older people, adults with learning disabilities, adults with mental health illness (social care support and delivery is delegated to East London Foundation Trust), and those with physical and sensory needs.**

## Children and Adults with Special Education Need and Disability (SEND)

A particular focus of the Council is to work with young people with SEND. The cross working with our Children's Directorate provides the opportunity to ensure that services for children, young people and adults with SEND are as seamless as possible. This enables us to develop the concept of whole life planning and improve the pathways from supporting the child, through adolescence and into adulthood with an emphasis wherever possible on promoting and nurturing independent living.

## Transition to Adulthood

As our young people grow into adulthood the focus of our services shifts mainly to those, who have care and support needs (known, as social care needs). We seek wherever possible to assist individuals to receive early help, information, advice and guidance in a preventative way, to be supported to remain with their families, or later on a person centred basis, to live independently and to help them solve their housing needs working across other Directorate areas, with corporate partners to support individuals to achieve greater independence into adulthood.

We recognise that transition is a continuous event and not just for people entering adulthood. At all stages we are mindful of the need for smooth transition, early help, information and advice and guidance to assist individuals.

Social care needs are, in summary, activities of daily living, personal care such as going to the toilet, help with bathing and eating and in some circumstances help with occupation and activities during the day (for example for younger adults who may require access to training and employment). Access to support is normally through a professional assessment of need, guided by nationally set eligibility criteria. Local authorities can take resources into account when determining how those assessed needs should be met but we cannot refuse to meet people's eligible care needs. People who meet the criteria for social care are financially assessed to see how much they should and can afford to pay.

## Adults

For adults with disabilities, including older people, and people with a learning disabilities and people with mental health illness (via ELFT), we provide a range of services including commissioned support at the earliest opportunity through early help and intervention in the community. We also arrange and work with people who appear to have care and support needs to receive an assessment, access to resources and other core supports, in partnership with others. We empower self-directed support through a strengths-based approach, with increasing emphasis on a co-produced basis, supporting and promoting independence as well as support when care provision would be an outcome and meet needs and choices to manage daily living. In delivering these services, the Directorate recognises the critical importance to individuals of joined up and integrated services particularly with health partners.



Through the Better Care Fund and our wider relationship with the Integrated Care System we aim to provide more services in the community which support reablement and greater levels of independence with 'home first' principles for those being discharged from an episode in hospital. In this way, we seek to minimise the need to either attend or stay in hospital any longer than required, support safe and timely support following discharge, and for individuals to get services closest to a place they call home

## Ensuring Quality

In all we do, it is important that we are assured that our directly provided services and those we commission are of the highest quality and that there is a range of good quality services available to support people. We also have to play our part in the regulatory frameworks, which exist to protect people and assure high standards of care particularly in a range of care settings and some institutions. To this end, our Directorate has a specialised team contributing to this work. The Care Standards Service is critical to our work in this area. Allied to high standards of service quality and safety we must ensure that services are provided at the right cost. Both internal and external services will be commissioned in the same way and will need to meet both quality and cost standards.



## 6. Delivering Our Vision - Our Staff

The Adults' Directorate is accountable to the Mayor, Executive and elected members. We cannot deliver the services described in this plan without a skilled and committed workforce that is clear about their responsibilities and the expectations of them. This requires us to ensure that our levels of pay and terms and conditions remain competitive, and we promote and ensure that the Council is a good place to work.

We need to ensure we can recruit and retain sufficient staff and have an appropriate balance between permanent members of staff and good quality interim and agency staff when required. Staff should feel supported and empowered to deliver their services to the best of their ability.

The Directorate has in the past year, updated our workforce strategy, setting out plans for the workforce development including recruitment and retention. We have seen some good outcomes with improved recruitment since early 2024, and we will continue to review the career progression, to utilise and develop the talent within the workforce. We have also welcomed a Principal Social Worker and Principal Occupational Therapist, to strengthen support in practice and development, to further our workforce, which is supporting our onward journey and developments across teams and services..

To achieve our best for the people we are here to serve and to support our staff, we need to ensure that we work cooperatively with colleagues in corporate services to ensure that Managers in the Directorate have sufficient support to recruit and develop an effective workforce. This support includes Human resources, Finance and an IT infrastructure that enables managers to be self-sufficient when discharging their functions.

Managers and all of our workers within the Directorate will be properly supervised and receive annual appraisals (Performance Development Reviews, PDR's), based on the delivery of key performance and other indicators. They will be supported through high quality training and development and encouraged to maintain their continued professional development in a range of ways.

We will celebrate the success of our workforce and encourage a 'learning culture', which includes learning from our mistakes. Appendix 3 describes our Adults' Directorate Work Programme for the year ahead.



## 7. Delivering Our Vision - Our Structure

The structure of the Directorate must support the delivery of the above vision for service outcomes. It must also be effective, efficient and make sense to partners and service users. The Directorate is headed by a Director of Adults' Services who fulfils the statutory duties of a Director of Adults' Social Services (DASS). The Directorate's work has interdependency with other areas such as The Assessment Hub; Housing Services; Strategic Procurement and Commissioning; Community Safety and Performance Analytics Service. The Director of Adults' Services is supported by two permanent Chief Officers and one fixed term, who lead and manage the principle arms of the Directorate.



**Mark Harris**

Chief Officer for Adults' Operational Services

**This Chief Officer is responsible for setting and maintaining high standards of social work practice for adults and older people and for vulnerable younger adults who are preparing for adulthood and this Chief Officer is also responsible for:**

- Ensuring high quality delivery of all adult services and championing transformation assuring quality, safe and efficient services.
- The quality and performance of the Social Work and Multi- Disciplinary Teams; assuring the quality of assessment of care and support needs as well as the review service provision for all age adults, including young people and adults with disabilities, people with mental health illness and older people, including also people with physical disabilities.
- Maintaining close links with our commissioning lead and In house provider services to assure we are responsive to the needs of people with lived experience with care and support needs in our communities and for maintaining collaborative partnership work streams.
- Assessment and safeguarding of people who are at risk or have experienced abuse or neglect (all adults and older people) \_ to ensure that multi-agency protections are in place and that people are protected through robust safeguarding plans. This also includes the management of Care Standards Monitoring area in the Directorate.
- Managing all directly provided in house services including those which are registered with the Care Quality Commission. These services are commissioned in the same way as other providers and must provide high quality care, have good performance and assure value for money.
- Managing Older Peoples Residential Care Homes; Homecare and Reablement provision; Extra Care Services; Short Breaks; Supported Employment; Shared Lives; Day Opportunity Services; Supported Living Services and Bedford Independent Living Team.
- Key strategic lead and contributor of Transformation and the development of services and integrated opportunities
- Budget and Service Performance Management , working closely with the Chief Officer for Health Integration and Chief Officer for Practice, Quality and standards and with Principal post holder for Social Work and Occupational Therapy.

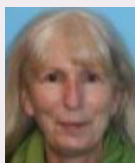


**Simon White**

Chief Officer for Health Integration

**This Chief Officer is responsible for the strategic planning aspects of the integration of adult services with health services for the population of Bedford Borough and is:**

- A key contributor to the design and introduction of integrated services and collaborative ways of working, promotion of building relationships between health and social care and is accountable for development, performance and shift in culture towards integration, through personal commitment and a collective partnership ethos.
- A champion for transformational change through integration opportunities (health and social care) within Adults' Services and across the Council involving the continuous assessment of service delivery, identification of service and performance improvement opportunities for services and proactive action planning to implement these opportunities, with a drive to develop and implement with stakeholders including the voluntary and private sector, and employees to achieve optimum development of services.
- Responsible for managing the integrated budget (Better Care Fund) on behalf of the Directorate and ensuring direct interface with the Chief Officer for Adults' Services as well as partners in the Integrated Care System and wider partners to ensure that targets are achieved within the resources available.
- Working closely with the Chief Officer for Adults' Operational Services and Chief Officer for Practice, Standards Strategy and Quality to continuously seek operational performance of all services within all Adults' services in partnership with corporate services.



**Maura Noone**

Chief Officer for Practice, Standards, Strategy and Quality

**This Chief Officer is responsible for the strategic delivery and performance in practice of Adult Services**

- Championing transformational change and innovation, supporting partnerships at place, ensuring regulatory and inspectorate preparations and compliance, upholding standards, quality safe delivery and efficient services.
- Creating an open and collaborative culture within the organisation, ensuring the principles of resident focus, innovation and digital empowerment insight.
- Assuring the continuous assessment of end-to-end service delivery, with a focus on outcomes, identifying performance improvement opportunities, proactive action planning, and project managing and implementing new opportunities.
- Leading on mechanisms and work with corporate service areas, external core partners and external providers, to ensure statutory functions of the Director of Adult Social Care (DASS) are met and to ensure practice and continuous improvement is made.
- Line Manage and support the development and benefits of the new roles of Principal Social Worker and Principal Occupational Therapist to support outcomes
- Working closely with the Chief Officer for Adults' Operational Services and Chief Officer for Health Integration.
- Taking a lead for the collation of the Directorate's Self Assessment to ensure information is held and updated, and ready for assessments and for continued reflection and regular updating.



## 8. Delivering Our Vision - Managing Our Work Programme

On an annual basis, the Directorate will identify key priorities and work streams, which are critical to the delivery of the Directorate plan and vision. In addition, Programme management, project plans and Chief Officer Service Plans will continue to be developed to provide clarity on what needs to be done, by whom and by when within the service.

This will ensure that the Directorate can effectively prioritise and deliver against all priority areas as well as how they relate to the Corporate Plan.

Appendix 3 sets out our work programme for 2024/25 and we will update this on an annual basis.

## 9. Delivering Our Vision - Managing Resources

The Directorate's resources are set on an annual basis through the Council's budget process. As a high spending / high demand Directorate, it is important that we deliver value for money through the work of Councils' commissioning service to ensure that the right kinds of care are available at the right time and to support affordable support from the wider market to manage arrangements effectively. The Directorate will compare its service costs and outcomes on a regular basis with Bedford's statistical neighbours, sourced through published information as well as seeking where required external advice, to ensure that we are delivering the best service locally at a fair cost. Budget monitoring within the Directorate will be robust and delivered through the Council's regular cycle of budget monitoring. The overall objective of the Directorate is to maximise value and deliver services within the allocated level of resources taking into account the annual assessment of, and evidence of, need and demand for services.





## Appendix 1 - Adults' Services Directorate Key Performance Indicators 2023-2024

### Key:

#### QPR

The Mayor's & Chief Executive's Quarterly Performance Report  
(Key Indicator Report)

#### ASBSR

Adult Services Business Support Report

#### ASCOF

Adult Social Care Outcomes Framework

#### NI

Former National Indicator

#### DTOC

Delayed Transfer of Care

#### ASOSC

Adult Services & Health Overview & Scrutiny Committee

#### ED

Executive Dashboard (Monthly)

#### CP

Corporate Plan

#### BCF

Better Care Fund

#### HWBIPF

Health & Wellbeing Integrated Performance Report

#### SIB

Special Educational Needs and Disabilities Improvement Board

### Summary of Corporate Performance for year-end 2023/24:

RAG is against target for current year (financial 2023/24). DoT is against performance for previous year or previous period whichever is relevant.

There were 40 Corporate Indicators and 27 of these are RAG rated. Of these:

- **15 or 56% met / exceeded target**
- **10 or 37% were in line with or just below target (not significantly)**
- **93% are green or amber**
- **2 or 7% were below target and these are:**
  - BV12a -The number of days/shifts lost to the authority due to sickness absence
  - ASCOF 2c – Former ASCOF2b ii – The proportion of older people (65+) who were offered a reablement service following discharge from hospital
- 12 / 40 showed improvement this year [30%]
- 14 / 40 showed deterioration [35%]
- 14 indicators are not comparable [35%]

## Key Indicators Summary for 2022/23 & 2023/24

	% Key Indicators for 2022/23				% Key Indicators for 2023/24			
RAG	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Green	77	76	68	57	55	64	52	56
Amber	5	10	20	30	35	14	16	37
Red	18	14	12	13	10	23	32	7
Green and Amber	82	86	88	87	90	77	68	93

### Summary of Directorate Performance for year-end 2023/24:

There are 22 Directorate/Metric Indicators (business support indicators) and 4 of these are RAG rated. Of these:

- 2 or 50% met / exceeded target
- 1 or 25% were in line with or just below target (not significantly)
- 75% are green or amber
- 1 or 25% were below target and these are:

	% Directorate Indicators for 2022/23				% Directorate Indicators for 2023/24			
RAG	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Green	0	0	0	100	50	50	50	50
Amber	0	0	0	0	0	0	0	25
Red	0	0	0	0	0	0	0	25
Green and Amber	0	0	0	100	50	50	50	75

- 7 / 22 showed improvement this year [32%]
- 6 / 22 showed deterioration [27%]
- 9 indicators are not comparable [41%]

On the next page, the **highlighted area** in the indicator reference column demonstrates the link to the Corporate Performance Plan Strategic Priority area.

## Outturn & Targets for 2023/24

Indicator Reference	Description	Polarity	2023/24 Outturn	2023/24 Target	Forum
CF5AC	Adult Services - % of invoices paid late	Low %	0.9% (22 out of 2,401)	3% or Less	QPR ASBSR ASOSC ED
BV12A	Adult Services – the number of days/ shifts lost to the authority due to sickness absence	Low Numbers	13.85 Days	11 Days	QPR ASBSR ASOSC ED
ASCOF 1A <b>DP1</b>	Social Care-related quality of life (User Survey)	High Rate	19.2	19.2	QPR CP HWBIPF ASBSR ASOSC
ASCOF 1B (OFLOG Adult Social Care 1)	Quality of life for people who use services (adjusted) to account for additional impact of local authority funded social care support Source: User Survey	High Rate	0.396	Context	QPR ASBSR
ASCOF 1D (Formerly ASCOF 3A) <b>EC2</b>	Overall satisfaction of people who use support services with their care and support Source: User Survey	High %	63.0%	64.0%	QPR CP ASBSR ASOSC
ASCOF 1E (Formerly ASCOF 3B) <b>EC2</b>	Overall satisfaction of carers who use support services with their care and support Source: Carer Survey	High %	37.8%	40.0%	QPR ASBSR CP ASOSC
Former ASCOF 1Cai <b>SP1</b>	Proportion of service users using social care support who are in receipt of self-directed support services	High %	87.4%	92.0%	QPR HWBIPF ASBSR ASOSC ED CP
Former ASCOF 1Caii <b>SP1</b>	Proportion of carers using social care support who are in receipt of self-directed support services	High %	84.0%	89.0%	QPR HWBIPF ASBSR ASOSC ED CP

Indicator Reference	Description	Polarity	2023/24 Outturn	2023/24 Target	Forum
Former ASCOF 1CBii	Proportion of carers using social care support who are in receipt of direct payment support services	High %	65.4%	72.0%	ASBSR QPR
Former ASCOF 1E (NI146) EP3	Adults with learning disabilities primary support reason in paid employment	High %	8.4%	8.5%	QPR HWBIPF ASBSR ASOSC CP
Former ASCOF 1G (NI145) SP3	Adults with learning disabilities primary support reason in settled accommodation	High %	83.1%	80.0%	QPR HWBIPF ASBSR ASOSC CP
Former ASCOF 1F (NI150) EP3	Adults in contact with secondary mental health services in paid employment	High %	16.0%	11.0%	QPR HWBIPF ASBSR ASOSC CP
Former ASCOF 1H (NI149) SP3	Adults in contact with secondary mental health services in settled accommodation	High %	66.8%	65.0%	QPR HWBIPF ASBSR ASOSC CP
NI132 Local SP1	Timeliness of social care assessments (18+)	High %	62.9%	70.0%	QPR ASBSR ASOSC CP
NI133 Local SP1	Timeliness of social care packages following assessment	High %	90.0%	80.0%	QPR ASBSR ASOSC CP
NI135 Local SP1	Carers receiving a needs assessment or review and a specific carer's service, or advice & information as a percentage of all service users in receipt of community based support services	High %	42.5%	40.0%	QPR CP ASBSR ASOSC ED
D40 Local SP1	The number of clients (18+) in receipt of long-term social care support services, that have been reviewed (rolling 12 months)	High %	54.3%	60.0%	QPR CP ASBSR ASOSC ED

Indicator Reference	Description	Polarity	2023/24 Outturn	2023/24 Target	Forum
ASCOF 2A (Formerly ASCOF 2D) (OFLOG Adult Social Care 3) <b>SP1</b>	Percentage of new short-term support service users achieving independence (i.e. not resulting in a subsequent long-term support service)	High %	75.2%	70.0%	QPR ASBSR ASOSC CP
ASCOF 2B (Formerly ASCOF 2Ai) <b>SP2</b>	Number of permanent admissions (Adm) to residential & nursing homes, per 100,000 population for service users aged 18-64 (Population 18-64 is 113,298)	Low Numbers	14.1 (16 Adm)	17.7 (20 Adm)	QPR ASBSR ASOSC CP
ASCOF 2C (Formerly BCF ASCOF 2Aii) <b>SP2</b>	Number of permanent admission (Adm) to residential & nursing homes, per 100,000 population for service users aged 65+ (Population 65+ is 31,935)	Low Numbers	526.1 (168 Adm)	500.0 (156 Adm)	HWBIPF QPR ASBSR BCF ASOSC CP
ASCOF 2D (Formerly BCF ASCOF 2Bi) (NI125) <b>SP1</b>	The number of older people (65+) achieving independence through rehabilitation/ intermediate care, i.e. the number of people who remain at home 91 days after hospital discharge	High %	70.5%	80.0%	HWBIPF QPR ASBSR BCF ASOSC CP
Former ASCOF 2Bii <b>SP3</b>	The proportion of older people (65+) who were offered a reablement service following discharge from hospital	High %	1.7% (2022/23)	2.5%	QPR ASBSR ASOSC CP
ASCOF 2E	Proportion of people in receipt of long-term support who live in their own home or with family	High %	27.9%	Context	QPR ASBSR
BBC OOH Discharge Usual	All Bedford Borough Patients Out Of Hospital – Usual Place Of Residence Destination	High %	97.0%	97.0%	ASBSR BCF HWBIPF
BBC OOH Discharge Other	All Bedford Borough Patients Out Of Hospital – Other Place Of Residence Destination	Low %	3.0%	3.0%	ASBSR BCF HWBIPF



Indicator Reference	Description	Polarity	2023/24 Outturn	2023/24 Target	Forum
NI136 Local SP3	Number of people supported to live independently through social care support (18+)	High Numbers	1,703	Context	QPR CP ASBSR ASOSC
DM 3.2 SP3	The percentage of older people who are assessed as having care needs, who were offered a reablement based service	High %	26.6%	Context	ASBSR QPR ASOSC CP
ASCOF 3Ci (Formerly ASCOF 3Di) (OFLOG Adult Social Care 4) EC2	The proportion of service users who find it easy to find information about care and support services available Source: User Survey	High %	71.2%	70.0%	QPR CP ASBSR ASOSC
ASCOF 3Cii (Formerly ASCOF 3Dii) (OFLOG Adult Social Care 5) EC2	The proportion of carers who find it easy to find information about care and support services available Source: Carer Survey	High %	58.7%	62.0%	QPR ASBSR ASOSC HWBIPF CP
ASCOF 3D (Formerly ASCOF 1Cbi)	Proportion of service users using social care support who are in receipt of direct-payment support services	High %	14.2%	20.0%	ASBSR QPR ASOSC
Care Act 2 SP2	Overall percentage of adults assessed (18+) for social care support, who meet the eligibility threshold	High %	91.2%	90.0%	QPR ASBSR ASOSC CP
Care Act 3 SP2	Overall percentage of carers assessed (18+) for carer support, who meet the eligibility threshold	High %	100.0%	95.0%	QPR ASBSR ASOSC CP
ASCOF 4A EC2	The proportion of service users who have received care and support services who feel safe Source: User Survey	High %	70.2%	70.0%	QPR CP HWBIPF ASBSR ASOSC

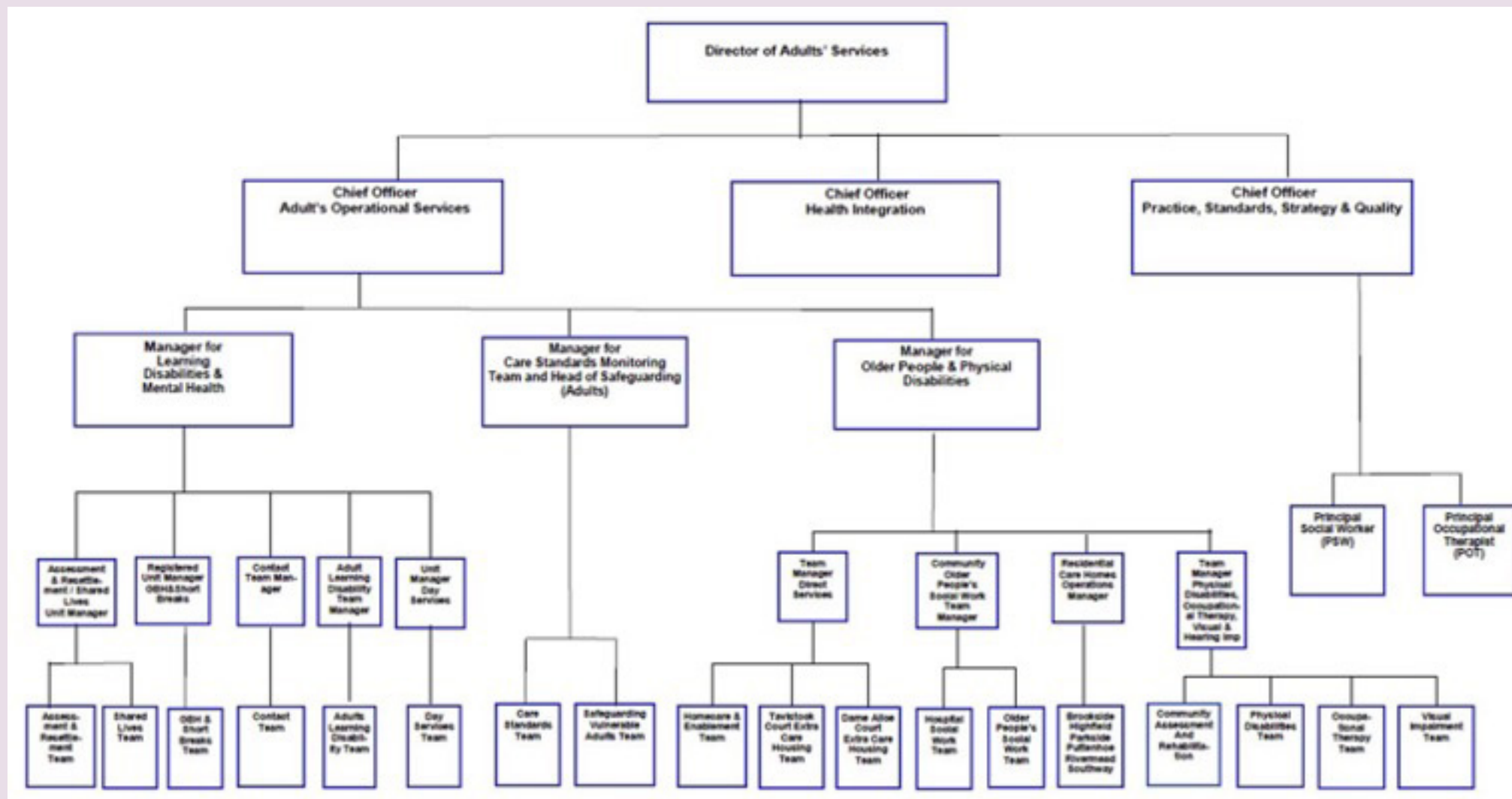
Indicator Reference	Description	Polarity	2023/24 Outturn	2023/24 Target	Forum
ASCOF 4B (Formerly ASC 10 Local)	Proportion of concluded section 42 safeguarding enquiries where the identified risk was reduced or removed	High %	91.8%	90.0%	QPR ASBSR ASOSC
ASC 11 Local	Proportion of concluded section 42 enquiries with desired outcomes achieved	High %	95.6%	90.0%	QPR ASBSR AS&H O&SC
Former ASCOF 4B EC2	The proportion of service users who have received care and support services, who say those services have made them feel safe & secure Source: User Survey	High %	87.4%	85.0%	HWBIPF ASBSR CP QPR
ASCOF 5A (Formerly ASCOF 1ii) SP2	The proportion of service users who reported that they had as much social contact as they would like Source: User Survey	High %	42.4%	45.0%	QPR ASBSR ASOSC CP
Former ASCOF 1iii SP2	The proportion of carers who reported that they had as much social contact as they would like Source: Carer Survey	High %	34.0%	33.0%	QPR ASBSR ASOSC CP
ASCOF 6B	Percentage of adult social care providers rated as either good or outstanding by care quality commission (CQC)	High%	79.8%	Context	QPR ASBSR
BCF MIST 3 SP3	Average length of time waiting for minor adaptations – social care (and number of people with an adaptation)	Low Number Of Weeks	2 weeks (34 people)	Context	QPR CP ASBSR ASOSC
ASCOF 1C (formerly ASCOF 1D) (OFLOG Adult Social Care 2)	Carer reported quality of life score Source: Carer Survey	High Numbers	7.5	7.7	ASBSR HWBIPF
ASCOF 3A (Formerly ASCOF 1B)	The proportion of people who use services who have control over their daily life Source: User Survey	High %	74.9%	77.0%	HWBIPF ASBSR

Indicator Reference	Description	Polarity	2023/24 Outturn	2023/24 Target	Forum
ASCOF 3B (Formerly ASCOF 3C)	The proportion of carers who have reported that they have been included or consulted in discussion about the person they care for Source: Carer Survey	High %	70.2%	70.0%	ASBSR
Care Act 4	Overall percentage of prisoners assessed (18+) for social care support, who meet the eligibility threshold	Low %	100.0%  (1 out of 1)	Context	ASBSR
OFLOG Adult Social Care 6	The proportion of requests for support multiplied by the number of requests for support per 100,000 population	TBC	1002.0 Per 100,000  (2022/23)	Context	ASBSR
Market Sus 1	The average waiting time for provision of service from initial request for support from adult services	Low Days	26.4 Days	Context	ASBSR
ADASS 36 Local	Total number of section 42 enquiries per 100,000 population (18+)  Population: 145,133	Low Rate	148.8 (Rate) 216 (Section 42 Enquires)	Context	ASBSR
ADASS 37 Local	Total number of concluded section 42 enquiries per 100,000 population (18+) Population: 145,133	High Rate	114.4 (Rate) 166 (Section 42 Enquiries)	Context	ASBSR
ADASS 38 Local	Of the concluded section 42 safeguarding enquiries, the overall percentage reported as lacking capacity	Low %	30.7%	Context	ASBSR
ADASS 39 Local	Of the concluded section 42 safeguarding enquiries, where it was established that the individual was lacking capacity, the overall percentage reported as being supported by an advocate, family or friend	High %	100.0%	Context	ASBSR

Indicator Reference	Description	Polarity	2023/24 Outturn	2023/24 Target	Forum
MH9 Local	Mental health number of mental health act assessments: Leading to detention Leading to informal admission Leading to no admission	Context	a. 23 (74%) b. 1 (3%) c. 7 (23%)	Context	ASBSR
ADASS 46 Local	Number of new request for DOLS assessments received within the period per 100,000 population (18+) Population: 145,133	High Rate	898.5 (Rate) 1,304 (Assessments)	Context	ASBSR
ADASS 47 Local	Number of decisions made and signed-off (including both request granted and declined) within the period per 100,000 population (18+) Population: 145,133	High Rate	699.4 (Rate) 1,015 (Decisions)	Context	ASBSR
ADASS 48 Local	Number of DOLS assessments completed but not yet signed-off (awaiting a decision outcome) within the period per 100,000 population (18+)  Population: 145,133	Low Rate	(Rate) 0 (Assessments)	Context	ASBSR
ADASS 49 Local	Number of DOLS assessments awaiting allocation (waiting list) per 100,000 population (18+)  Population: 145,133	Low Rate	0.7 (Rate) 1 (Assessment)	Context	ASBSR
ASCOF 6A (OFLOG Adult Social Care 7))	Staff turnover in the workforce (The proportion of directly employed staff in the formal care workforce leaving their role in the past 12 months)	Low %	3.6%	Context	ASBSR

Indicator Reference	Description	Polarity	2023/24 Outturn	2023/24 Target	Forum
PFA 1	The number of young adults with Special Educational Needs and Disability (SEND) who are in education, employment or training (EET) and aim to increase this number	High Number	91.6%	90.0%	ASBSR SIB
PFA 2	The number of young people/adults with SEND who are successfully trained to travel independently	High Number	4	Context	ASBSR SIB
PFA 3	The percentage of young people/adults who have a personal budget/direct payment (% of those who are eligible)	High %	78.2% * Aged 18-26 Only	Context	ASBSR SIB
PFA 6	The number of young people with SEND who access local further education provision	High Number	233	Context	ASBSR SIB
PFA 7	The number of young adults with disabilities being supported to live independently within Bedford Borough	High Number	14	Context	ASBSR SIB
PFA 8	The number of young people/adult service users who are in employment	High Number	65.4%	72.0%	ASBSR SIB





In Appendix 2 in the Work Programme below, the highlighted codes refer to how the area of work and actions will support the Council's corporate goals and key themes. The actions against each subtheme demonstrates a review date so that progress can be tracked.

## Appendix 2 - Adults' Services Directorate Work Programme 2024-2025

Reference and Area of Work	Brief Description	Sub-themes, what will good look like and links to the Corporate Plan through areas of work in the coming year	Review Date
<p>Work with health partners to deliver integration and collaboration in a way that supports care, sustainability and better outcomes for people and carers.</p> <p>Strategic Priority Meet National Condition 1 of BCF Grant: <b>Expenditure plans to be jointly agreed with ICB.</b></p> <p>Meet National Condition 2 of BCF Grant: <b>Enabling people to stay well, safe and independent at home for longer.</b></p> <p>Meet National condition 3 of BCF grant: <b>Provide the right care in the right place at the right time</b></p>	<p><b>Focus for 24/25</b></p> <ul style="list-style-type: none"> <li>Integration – working with the National Health Service to develop integrated models of commissioning and service delivery in Bedford Borough. Ensuring people have cost efficient, effective and joined up health and social care provision.</li> <li>Working with a range of organisations from the health, independent and voluntary sectors to develop a sustainable, diverse and innovative care market that meets the varied needs of the people of Bedford Borough and ensures quality and dignity for all.</li> <li>We will use the BCF to commission our provider representative organisation Bedfordshire Care Group to employ a number of posts; that cover training, digital improvement and trusted assessment. These posts are to be used in making swift improvements across the whole sector, building resilience and helping to deliver effective responses whilst the system is under pressure.</li> </ul> <p><b>SP1/ SP2/EC</b></p>	<ul style="list-style-type: none"> <li>Signed section 75 agreement on joint expenditure</li> <li>Implementing joined-up approaches to population health management and proactive care, and how the schemes commissioned through the BCF will support these approaches</li> <li>Support safe and timely discharge from hospital, including ongoing arrangements to embed a home first approach and ensure that more people are discharged to their usual place of residence with appropriate support</li> </ul>	<p>September 2024</p> <p>Dec 2024 On going review</p> <p>Oct 2024 On going review</p>

Reference and Area of Work	Brief Description	Sub-themes, what will good look like and links to the Corporate Plan through areas of work in the coming year	Review Date
<p>Provides high quality delivery of learning disability, mental health and older people services, and services for those with physical disabilities across the Borough. Continuous assessment of service delivery, identification of service and performance improvement opportunities for services and proactive action planning to implement these opportunities.</p> <p>Ensure learning disability, mental health, older people and physical disability services operate to required government standards, statutory requirements and performance indicators, in order to deliver Council priorities, Drive effective transition for children and young people with special educational needs and disability into adult services. Be responsible for the multi-agency protection of vulnerable adults and play a lead and influential role on the Safeguarding Adults Board. Management of all provider services for residents in care within Bedford Borough. Ensure appropriate care standard reviews are carried out across the service areas within the Adults' Services Directorate.</p>	<p>The longer-term establishment of housing provision thorough development and commissioning of new supported living units within the borough for people with a range of needs. Working hand in hand with Strategic Commissioning and Procurement lead (Adults), Finance, Property / Building, Housing Policy/ and wider council and partner services in a co- produced way. To further integrate telecare and related technology into the contact team at the front door, to improve outcomes for individuals through the Principal Occupational Therapist and Principal Social Worker when considering a holistic approach to keeping people safe within their environment.</p>	<ul style="list-style-type: none"> <li>• To work closely with Strategic Commissioning and Procurement to develop the next generation of supported accommodation schemes, in the model of Anvil House (a successful unit of homes), as a model of good work to reflect upon and consider going forward.</li> <li>• To work closely with Strategic Commissioning and Procurement to develop the next generation of supported accommodation schemes, in the model of Anvil House, which has been the success.</li> <li>• Links to Partnership Boards, Co-Production work group, Parent Carer Forum.</li> <li>• In line with Market Position Statement-Living document and work regarding the care market.</li> </ul> <p>DP/ SP</p>	<p>Overall plan for 1 to 4 years due to build time associated with some properties. Review Date Sept 2025 in respect of anticipated sites being sourced.</p>

Reference and Area of Work	Brief Description	Sub-themes, what will good look like and links to the Corporate Plan through areas of work in the coming year	Review Date
<p>Ensuring the continued development of the voice of the People with a focus on co- production. To increase levels and opportunities for co- production across services by improving the voice of people throughout our services and to build on the positive work that has already taken place in the last year/</p>	<p>To improve the voice of the people throughout adult services and to build on the positive work that has already taken place in the last year. To increase co production across services and to link this to work on proportionality of assessments and reviews, to achieve improved outcomes for everyone accessing services within our resource envelope.</p> <p>To continue to co chair the various partnership boards to enable ongoing discussions and related projects from the groups, and to fully engage with people who draw on adult social care services.</p> <p>To proactively drive towards redeveloping a Mental Health Partnership board through the work of the PSW. To extend the reach of the boards to include poorly or underrepresented areas of the community to ensure equality in every regard, but especially in regard to having a voice and input into services and plans for the future.</p>	<ul style="list-style-type: none"> <li>• Board minutes, and related projects with outcomes resulting from the voice of local people through co production.</li> <li>• Evidence of co- production linked to service developments and service improvements. Dedicated time to ensure work also links to communications and engagement departments to widen scope and outcomes.</li> <li>• To link co-production and work on proportionality of assessments and reviews, to achieve improved outcomes for everyone accessing services within our resource envelope.</li> <li>• Performance Management Group with MH partners (ELFT), Practitioners and Managers, with people with lived experience and their representatives. Brining PSW (Principal Social Worker and Principal Occupational Therapist into the arena to enable further developments, with key people , agencies and partners in voluntary and NHS sector- Place)</li> </ul>	<p>April 2025 initial Review of Impact On going</p> <p>Review August 2025</p> <p>April 2025</p>

Reference and Area of Work	Brief Description	Sub-themes, what will good look like and links to the Corporate Plan through areas of work in the coming year	Review Date
Workforce	<p>To continue to work closely with HR colleagues to streamline the recruitment process in line with the further implementation of the Adults workforce strategy.</p> <p>To review the learning, development and training requirements as well as Continued Professional Development of our Adult Social care workforce.</p>	<p>To reduce agency and employ permanent staff.</p> <p>To review Career Progression</p> <p>To revise Workforce Strategy</p> <p>Continue the 'Principals Present' session, very well attended by staff members - and other bitesize training and workforce developmental opportunities.</p> <p>Training Needs Analysis and updated following staff Appraisals</p>	<p>Oct 2024</p> <p>On going</p> <p>Dec 2024 and on going</p>
To support workforce Practice development and make full use of the new positions of the Principal Occupational Therapist and Principal Social Worker within adult services and develop firm links between them and the practice of the teams, as well as to integrate them into the strategic planning of adult services.	To further develop and embed a Strength Based Approach to all work conducted within Adult Services, both internally and externally, by upskilling staff and monitoring outcomes via a quality audit cycle	<p>Continuous improvement with:</p> <p>Workforce development-</p> <ul style="list-style-type: none"> <li>• Quality assurance</li> <li>• Personalisation</li> <li>• Service changes with implementation</li> <li>• Embedded good practice</li> <li>• Opportunities for innovation in strategic development, with impact showing in outcomes derived by such opportunities, input from people who use services and the impacts these innovations have made.</li> </ul>	April 2025



Reference and Area of Work	Brief Description	Sub-themes, what will good look like and links to the Corporate Plan through areas of work in the coming year	Review Date
Equality Diversity and Inclusion	Assurance - Good equality and diversity practices make sure that services provided are fair and accessible.	<p>Adult Services Champions in place to support areas of Directorate.</p> <p>Develop and sustain more staff training on EDI and Equality Assessments.</p> <p>Introduce 'Sign Live' to enable a more equitable approach with our Deaf Community contacting the Council and Adult Services.</p> <p>Complete / Review Edi Regional Toolkit</p>	May 2025

Reference and Area of Work	Brief Description	Sub-themes, what will good look like and links to the Corporate Plan through areas of work in the coming year	Review Date
Social Care Reform – Continue to focus on government programme and build on the work on People at The Heart of Care through Board programme- acting on key programmes	Continue to Prepare and plan for CQC assurance / Assessment as Business as usual in view of Local authority responsibilities - under the Care Act to focus on key areas and quality statements.	Work with key service areas on a lens for preparing for assurance.  Maximise opportunities through Peer Challenge  / Sector Led and Self-Assessment Approaches in year and develop beyond.	Review progress again - ongoing and Dec 2024  Dec 2025 - sector  Dec 2024- Peer approach
	Working with people - assessing needs, supporting people to live healthier lives, prevention, well-being, information and advice.	Review and update/ Refresh Policies / Procedures / Strategies / delivery and quality of services in line with review programme. Maintain key flows	Ongoing and review specifically in areas as required. Feb 2025
	Ensuring safety - safeguarding, safe systems and continuity of care.	Safeguarding Board Consider conversion rates of safeguarding referrals into enquiry	Dec 2025

Reference and Area of Work	Brief Description	Sub-themes, what will good look like and links to the Corporate Plan through areas of work in the coming year	Review Date
Deliver on Efficiency Savings/ Transformation	Efficiency programme to continue Programme Management Support and work with other service areas will ensure the effective delivery of projects already Approved and in progress.	Work programme in place - continuation.	Monthly Review Ongoing March 2025 and beyond
Integrated Care System Partnership/ Collaboration	<p>Bedfordshire, Luton and Milton Keynes (BLMK) Integrated Care Partnership (ICB)</p> <p>To work as partners in the Integrated Care System to work more collaboratively, plan and organise how health and care services are delivered in the area. The goal is that ICSs will remove barriers between organisations to deliver better, more joined up care for local communities.</p> <p>Director Adults' and Portfolio Holder for Adults to have a place of nomination at the ICP Committee of the Integrated Care Board as key representatives.</p>	<p>Core partners in the delivery of the Place Based Plan - working in collaboration with system partners in Bedford- developing neighbourhood approaches. Linked and governed by Health and Wellbeing Board</p> <p>Adult social care - and sector have a voice in the Health and wellbeing Board and emerging Place Based Partnership and subgroups as they further develop this year.</p> <p>Work with system partners and core local agencies, be representative to support local residents / Adult social care.</p> <p>Work with partners to develop further an affordable and achievable hospital discharge process, allowing people to be assessed once they have been discharged from hospital - joined up approaches and effectiveness.</p>	<p>Ongoing Review</p> <p>March 2025</p> <p>Ongoing</p> <p>Ongoing</p>

Reference and Area of Work	Brief Description	Sub-themes, what will good look like and links to the Corporate Plan through areas of work in the coming year	Review Date
Integrated Care System continued	<p>Work as a system partner in ICS to collaborate and support better health and social care outcomes to local residents as part of the BLMK system. Clear approach and emphasis of Place subsidiarity so that needs are met at a local level based on local identified requirements and priorities at place as determined by the Place Based Plan.</p> <p>Deliver and develop in partnership with others Home First Approach Principles - within available resource envelope.</p> <p>All partners in the Integrated Care System, including local authorities, duty to co-operate / collaborate.</p>	SP1 SP2 SP3 EC	March 2025

Reference and Area of Work	Brief Description	Sub-themes, what will good look like and links to the Corporate Plan through areas of work in the coming year	Review Date
Plan for legal changes across Adult Social Care	Prepare as far as possible the plans and actions required from deprivation of Liberty Safeguards towards a Liberty Protection Safeguards to prepare for new legislation.	Self-assessing as plans and requirements emerge in year - know our position.  Training and staff requirements - identify resource and act in a timely way to prepare workforce.	April 2025  Review Jan 2025  Review Jan 2025
Integrated Care Principles	<p>This work will require support from Human Resource Partner / Employee Support / Corporate Finance / Communications / Legal Services / Training Specialisms etc.</p> <p>ICS - Legislative Changes and how it may impact and support the work of Adult Social Care in partnership.</p>	<ul style="list-style-type: none"> <li>• To build on the strengths of existing arrangements where possible to meet the requirements for system working;</li> <li>• To avoid duplication;</li> <li>• To be aware of partners' capacity to participate;</li> <li>• Shared leadership;</li> <li>• To ensure broad participation in partnership arrangements in the most appropriate way;</li> <li>• To ensure that subsidiarity in part of planning and that roles are carried out at the most appropriate level-working together to reduce health inequalities;</li> <li>• To take a staged approach to the development of partnership arrangements alongside the development of the ICS.</li> </ul> <p>DP1 SP1 SP2 SP3</p>	



This work programme does not include ongoing 'day to day' operational activities but focuses on the major projects and issues the Directorate needs to address.

The work plan links directly to Council's agreed Corporate Plan 'Together Bedford Borough' 2022- 2026, which builds on the Corporate Plan 2017-2022 and the four key goals:

- Develop Places DP
- Enable Prosperity EP
- Support People SP
- Empower communities EC

## Appendix 3 - Adults' Services Directorate Budget 2023/24 and 2024/25

	2023/2024 Budget £000	2024/2025 Budget £000
Adult Social Care Services	1,822	1,404
Adults Management	(12)	1,167
Better Care Fund	0	(349)
Safeguarding of Vulnerable Adults	934	965
<b>Total</b>	<b>2,744</b>	<b>3,187</b>
Adult Social Care 18-64	29,240	32,948
Adult Social Care 65+	14,063	14,497
<b>Total</b>	<b>43,302</b>	<b>47,445</b>
In-House Residential Homes	4,146	<b>4,164</b>
In-House Support Services	1,205	1,393
LD In-House Services	2,833	3,037
Non-Residential In-House Services 65+	1,640	1,827
<b>Total</b>	<b>9,823</b>	<b>10,421</b>
<b>Total Adults' Services Net Budget</b>	<b>55,869</b>	<b>61,053</b>

Note: Where budget = 0 expenditure is matched by income

## Finding out more

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