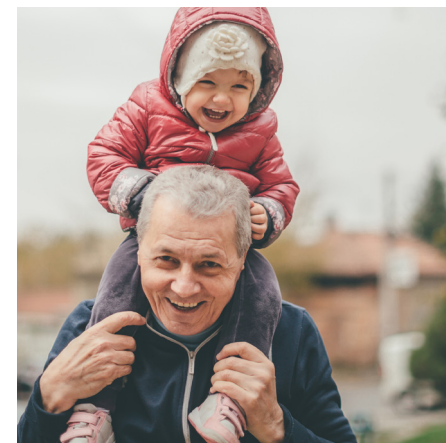


# Adults' Services **Directorate Plan**

2022 - 2026



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## 1. Introduction

Welcome to the Adults Services' Directorate Plan for 2022 - 2026, which sets out our priorities. This plan represents our year 2 ambitions and will also look back on 2022-2023.

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. We will discharge our responsibility for safeguarding for adults at risk of abuse or neglect.

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

safeguarding 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. Such partnership work is ever more important as the impacts of the COVID-19 Pandemic still remain.

We will look back on how the Adults Directorate and local partners fared, as well as the ongoing effects still seen of the COVID-19 on our activity and our performance, which will support us to reframe ongoing recovery and direction; acknowledging both the challenges we face as well as new opportunities.

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 demands and pressures ahead.



**Kate Walker**  
Director of Adults' Services



**Cllr Robert Rigby**  
Portfolio Holder for 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 is committed to maintaining safe and effective services for individuals, their carer's, older people, those with frailty and those with disability and special needs. The directorate is central to the delivery of this ambition.



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, rising and complexity presentation of need and greater aspirations. This is at a time of continued financial constraint when we need to deliver services with significantly greatly 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. 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 185,761. The older population has increased by 25% since the last census in 2011.
- 31,274 people are aged 65 and over, 8,520 are over 80 and 1,651 are aged over 90 years.
- The population is expected to increase to 200,000 by 2035.
- 1 in 3 in Bedford and Kempston towns are from minority ethnic groups.
- Between 2020 and 2034, the number of people aged 65 and over is projected to increase from 31,200 to 41,800, a 34% increase.
- Our 'over 65 and 85' population are living longer but with a higher complexity of needs.
- Around 8,865 people in Bedford Borough live in areas that are among the 10% most deprived nationally.
- In 2020 there were 1,305 adults aged over 65 with diagnosed dementia. The true prevalence is thought to be more than 2,000 as dementia is under-diagnosed.
- 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 a 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.
- There are unknown unmet needs, as well as an increase in individual acuity, as a result of the effects of the COVID-19 pandemic. 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).

- There is higher demand for housing and there continues to be a rise in the numbers of individuals presenting as at risk of homelessness.
- Our Care Standards Team and Commissioners must continue to work closely with our care providers to prevent provider failure, develop our market position statement and support an increasingly fragile care market to shape and to continue to be sustainable.
- 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 remains a pressure.
- 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 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.

In the coming year we will continue to focus on specific areas in the white paper to move towards greater transformation, within the resources available and within the revised guidance, as some of the key reform areas are paused until 2025.

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 Adults' Social Care, 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 Senior Management 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 2023/24 Budget.

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

The Adults' Directorate also plays a key role in the Bedford Borough Health and Well Being Board and in the new Executive Delivery Group with a particular focus on adult services and with wider interest to the population with partners to support 'Healthy People, Healthy Places'.

This includes ensuring that the priorities of the Health and Wellbeing Strategy are delivered. The Directorate has an increasingly strong role in the new and evolving Integrated Care System with support to the Bedford Borough Place Based Plan.

The Health and Wellbeing Strategy priorities are:

- Giving children and young people the best start in life.
- Enabling adults and older people to live well and remain independent.
- Empower residents to create strong safe and healthy communities.

The overarching ambition of the Health and Wellbeing Board remains to improve the health and wellbeing of our residents and reduce health inequalities, and to achieve this we will maintain a life course approach, that is ensuring our plans are targeted at critical points throughout life.



## 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 Adults' Directorate is also a core member of the Safeguarding Adults Board and its executive, and contributes to the delivery of the annual business plan.

**The Strategic Objectives of the Bedford Borough and Central Bedfordshire Safeguarding Adults' Board are:**

- Setting out annual priorities for assurance and improvement.
- Measuring the effectiveness of local safeguarding arrangements.
- Ensuring that safeguarding practice is person centred, proportionate and focused on improving outcomes- making safeguarding personal.
- Supporting partners and enabling them to work collaboratively in preventing harm and abuse.
- Seeking assurances of continuous improvement with regard to safeguarding arrangements both as single agencies and as a partnership.
- Undertake learning and driving improvements from safeguarding adult reviews.

**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 through
- 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 service user 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.

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.



**We have a statutory duty to meet the needs of older, disabled and vulnerable people and their carers following an assessment of need. This includes older people, adults with learning disabilities, adults with mental health illness (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 co-located and integrated. 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 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.

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 pay.

## Adults

For adults with disabilities, including learning disabilities, we provide a range of services including commissioned support at the earliest opportunity through early help and intervention, needs assessments, access to resources and other core supports, in partnership with others. For older people we conduct needs and care assessments and similarly where appropriate, empower self-directed support through a strengths based approach and where required, support care provision. In delivering these services, the Directorate recognises the critical importance to individuals of joined up and integrated services particularly with health.

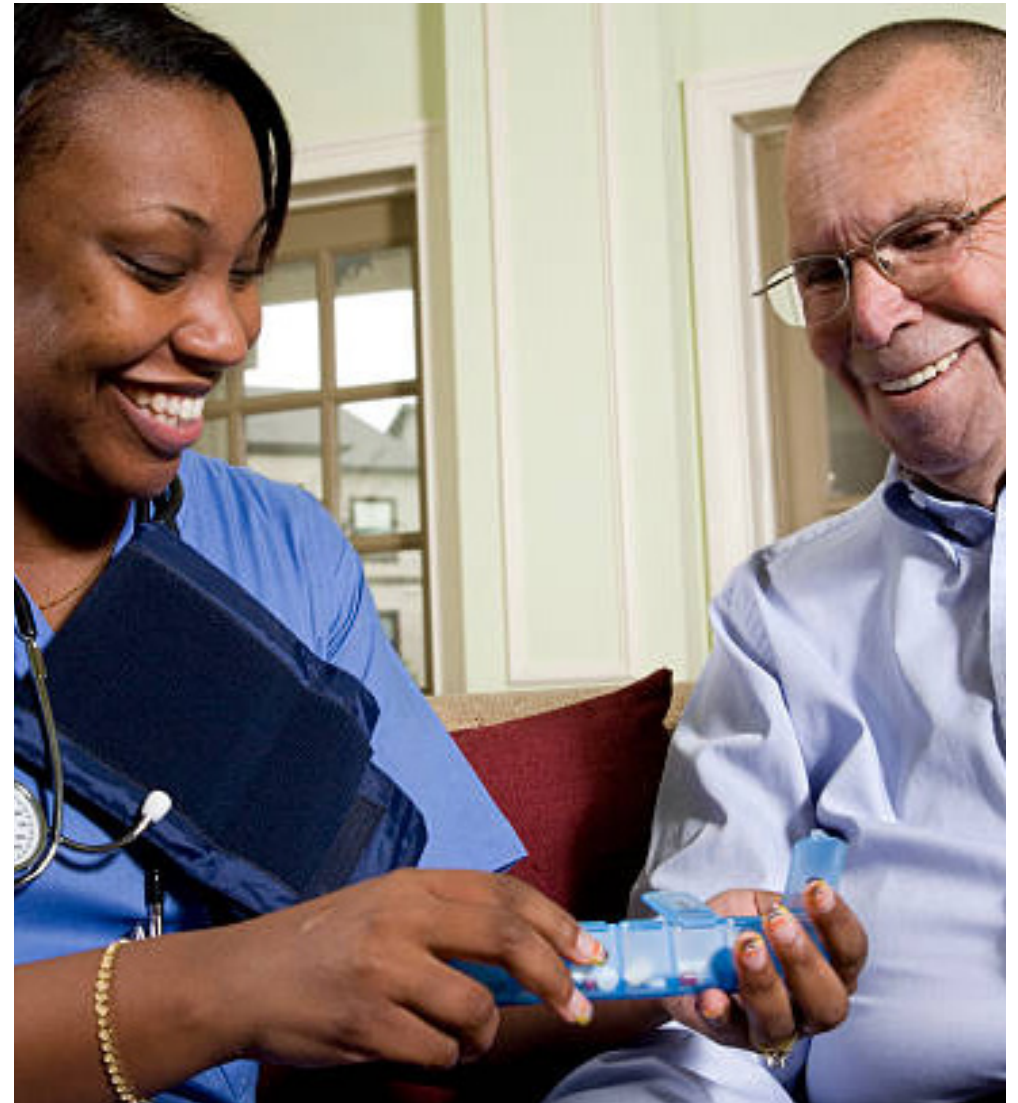
Through the Better Care Fund and our wider relationship with the Integrated Care System we aim to provide more services in the community which support reablement and greater levels of independence with 'home first' principles for those being discharged from an episode in hospital. In this way, we seek 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



We will continue to play a leading and active role in the development of opportunities for taking integration forward at scale and pace, through the Integrated Care System (ICS) by working with key partners and stakeholders. Across the sphere of the Adult Service Directorate, we will continue to promote person centred care, which is coordinated and empowering.

### 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 will set out clear plans for workforce development and career progression, so as to utilise and develop the talent within the workforce.

To achieve this, 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 and Principal Social Worker  
(A standalone Principal Social Worker role will be introduced in autumn / winter 2023)

**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 those with physical disabilities.
- Maintaining close links with our commissioning and provider services to assure we are responsive to the needs of vulnerable individuals in our communities and for maintaining collaborative partnership work streams.
- Assessment and safeguarding of vulnerable 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 area.
- 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 and working closely with the Chief Officer for Health Integration and Chief Officer for Practice, Quality and standards.

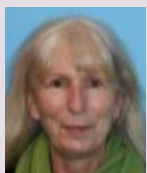


**Simon White**

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.



## 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. Programme management and project plans will 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 the Corporate Plan.

Appendix 3 sets out our work programme for 2023/24 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. The Directorate will compare its service costs and outcomes on a regular basis with Bedford's statistical neighbours and other evidence to ensure that we are delivering the best service at the lowest 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 2022-2023

### 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 2022/23:

RAG is against target for current year (financial 2022/23). DoT is against performance for previous year or previous period whichever is relevant.

There were 36 Corporate Indicators and 30 of these are RAG rated. Of these:

- **17 or 57% met / exceeded target**
- **9 or 30% were in line with or just below target (not significantly)**
- **87% are green or amber**
- **4 or 13% were below target and these are:**
  - ASCOF1cbi – Proportion of services users using social care support who are in receipt of direct-payment support services
  - ASCOF1cbii – Proportion of carers using social care support who are in receipt of direct-payment support
  - ASCOF1f – Adults in contact with secondary mental health services in paid employment
  - ASCOF1h – Adults in contact with secondary mental health services in settled accommodation
- 11 / 36 showed improvement this year [31%]
- 20 / 36 showed deterioration [55%]
- 5 indicators are not comparable [14%]

## Key Indicators Summary for 2021/22 & 2022/23

	% Key Indicators for 2021/22				% Key Indicators for 2022/23			
RAG	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Green	78	72	72	72	77	76	68	57
Amber	6	14	14	5	5	10	20	30
Red	16	14	14	23	18	14	12	13
Green and Amber	84	86	86	77	82	86	88	87

### Summary of Directorate Performance for year-end 2022/23:

There are 47 Directorate/Metric Indicators (business support indicators) and 1 of these are RAG rated. Of these:

- 1 or 100% met / exceeded target
- 0 or 0% were in line with or just below target (not significantly)
- 100% are green or amber
- 0 or 0% were below target and these are:

	% Directorate Indicators for 2021/22				% Directorate Indicators for 2022/23			
RAG	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Green	100	100	100	40	0	0	0	100
Amber	0	0	0	30	0	0	0	0
Red	0	0	0	40	0	0	0	0
Green and Amber	100	100	100	80	0	0	0	100

- 15 / 47 showed improvement this year [32%]
- 11/ 47 showed deterioration [23%]
- 21 indicators are not comparable [45%]

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 2022/23

Indicator Reference	Description	Polarity	2022/23 Outturn	2022/23 Target	Forum
CF5AC	Adult Services - % of invoices paid late	Low %	0.63% (15 out of 2,398)	3% or Less	QPR ASBSR AS&H O&SC ED
BV12A	Adult Services – the number of days/shifts lost to the authority due to sickness absence	Low Numbers	13.24 Days	11 Days	QPR ASBSR AS&H O&SC ED
ASCOF 1A <b>DP1</b>	Social Care-related quality of life (User Survey)	High Rate	19.2	19.2	QPR CP HWBIPF ASBSR AS&H O&SC
ASCOF 1B	Enhancing control and independence, proportion of people who use services and have control, over their daily life	High %	78.8%	77.0%	HWBIPF ASBSR
ASCOF 1C Ai <b>SP1</b>	Proportion of Service Users using social care who receive self-directed support	High %	90.5%	90.0%	QPR HWBIPF CP ASBSR AS&H O&SC ED
ASCOF1C Aii <b>SP1</b>	Proportion of Carers using social care who receive self-directed support	High %	85.6%	85.0%	QPR HWBIPF ASBSR AS&H O&SC ED
ASCOF 1D	Carer-reported quality of life Source: Carer Survey	High numbers	7.1 (2021/22)	7.7 (2023/24)	ASBSR
ASC 1 Local	New customers receiving placements and packages of care (all age groups)	Context	991	Context	ASBSR
ASC 2 Local	Number of people aged 65+ receiving home care	Context	865	Context	ASBSR
ASC 2a Local	Overall number of people aged 18+ currently in receipt of home care (Snapshot)	Context	971	Context	ASBSR
ASC 2b Local	Number of people aged 18 - 64 currently in receipt of home care (Snapshot)	Context	301	Context	ASBSR
ASC 2c Local	Number of people aged 65 - 74 currently in receipt of home care (Snapshot)	Context	142	Context	ASBSR

Indicator Reference	Description	Polarity	2022/23 Outturn	2022/23 Target	Forum
ASC 2d Local	Number of people aged 75 - 84 currently in receipt of home care (Snapshot)	Context	214	Context	ASBSR
ASC 2e Local	Number of people aged 85+	Context	314	Context	ASBSR
ASC 3 Local	Number of people aged 65+ supported in residential / nursing homes	Context	602	Context	ASBSR
ASC 4a Local	Number of people aged 18-64 receiving Long-Term Support during the period	Context	1,032	Context	ASBSR
ASC 4b Local	Number of people aged 65+ receiving Long-Term Support during the period	Context	1,621	Context	ASBSR
ASC 5a Local	Number of people aged 18-64 receiving Long-Term Support for 12 months or more	Context	756	Context	ASBSR
ASC 5b Local	Number of people aged 65+ receiving Long-Term Support for 12 months or more	Context	759	Context	ASBSR
ASCOF 1E <b>EP3</b>	Adults with learning disabilities in paid employment	High %	8.4%	8.5%	QPR HWBIPF ASBSR AS&H O&SC
ASCOF 1F <b>EP3</b>	Adults in contact with secondary mental health services in paid employment	High %	6.7%	11.0%	QPR HWBIPF ASBSR AS&H O&SC
ASCOF 1G <b>SP3</b>	Adults with learning disabilities in settled accommodation	High %	82.0%	80.0%	QPR HWBIPF ASBSR AS&H O&SC
ASCOF 1H <b>SP3</b>	Adults in contact with secondary mental health services in settled accommodation (average of month end snapshot in the year)	High %	38.9%	65.0%	QPR HWBIPF ASBSR AS&H O&SC
ASCOF 1Ii <b>SP2</b>	Proportion of Service Users reporting that they have as much social contact as they would like	High %	49.7%	40.0%	QPR ASBSR AS&H O&SC

Indicator Reference	Description	Polarity	2022/23 Outturn	2022/23 Target	Forum
ASCOF 1Iii <b>SP2</b>	Proportion of Carers who use services and have reported that they have as much social contact as they would like	High %	26.2% (2021/22)	33.0% (2023/24)	QPR ASBSR AS&H O&SC
NI133 <b>SP1</b>	Timeliness of social care packages following assessment within 28 days	High %	90.5%	80.0%	QPR ASBSR AS&H O&SC
NI135 <b>SP1</b>	Carers receiving needs assessment or review and a specific carers service or advice and information	High %	43.7%	40.0%	QPR CP ASBSR AS&H O&SC ED
D40 <b>SP1</b>	Clients receiving a review	High %	64.6%	60.0%	QPR CP ASBSR AS&H O&SC ED
BCF ASCOF2Ai <b>SP2</b>	Permanent admissions (age 18-64) to residential and nursing care homes, per 100,000 population aged 18-64	Low Rate	18.6 (21 admissions)	17.7 (20 admissions)	ASBSR
BCF ASCOF2Aii <b>SP2</b>	Permanent admissions (age 65+) to residential and nursing care homes, per 100,000 population aged 65+	Low Rate	450.9 (141 admissions)	703.5 (220 admissions)	HWBIPF QPR ASBSR BCF AS&H O&SC
BCF ASCOF 2Bi <b>SP1</b>	Achieving independence for older people through rehabilitation/intermediate care i.e. people who remain at home 91 days after hospital discharge	High %	73.9%	80.0%	HWBIPF QPR ASBSR BCF AS&H O&SC
BCF ASCOF 2Bii <b>SP3</b>	The proportion of older people (65+) who were offered a reablement service following discharge from hospital	High %	2.1% (2020/21)	2.5%	ASBSR
ASCOF 2D <b>SP1</b>	Overall percentage of new Short-Term service clients achieving independence (i.e. not resulting in a long-term service)	High %	67.1%	70.0%	QPR ASBSR AS&H O&SC



Indicator Reference	Description	Polarity	2022/23 Outturn	2022/23 Target	Forum
NI132 SP1	Timeliness of social care assessments (all adults) within 28 days	High %	95.1%	90.0%	QPR ASBSR AS&H O&SC
NI136 SP3	People supported to live independently through social services (all adults). Please note: figures are a snapshot of open clients at period end)	High Numbers	1,576	Context Only	QPR CP ASBSR AS&H O&SC
CARE ACT 2 SP2	Overall percentage of adults assessed (18+) for social care support, who meet the new eligibility threshold	In-line with target	94.9%	90.0%	QPR ASBSR AS&H O&SC
CARE ACT 3 SP2	Overall percentage of carers assessed (18+) for carer support who meet the new eligibility threshold	In-line with target	100.0%	95.0%	QPR ASBSR AS&H O&SC
ASCOF 3A EC2	Overall satisfaction of people who use services with their care and support Source: User Survey	High %	60.7%	64.0%	QPR CP ASBSR AS&H O&SC
ASCOF 3B EC2	Overall satisfaction of carers who use support services with their care and support Source: Carers Survey	High %	35.3% (2021/22)	40.0% (2023/24)	ASBSR
ASCOF 3C	The proportion of carers who report that they have been included or consulted in discussion about the person they care for Source: Carers Survey	High %	67.1% (2021/22)	70.0% (2023/24)	ASBSR
ASCOF 3Di EC2	The proportion of service Users who find it easy to find information about services	High %	69.9%	70.0%	QPR CP ASBSR
ASCOF 3Dii EC2	The proportion of Carers who find it easy to find information about services	High %	54.8% (2021/22)	62.0% (2023/24)	QPR ASBSR AS&H O&SC

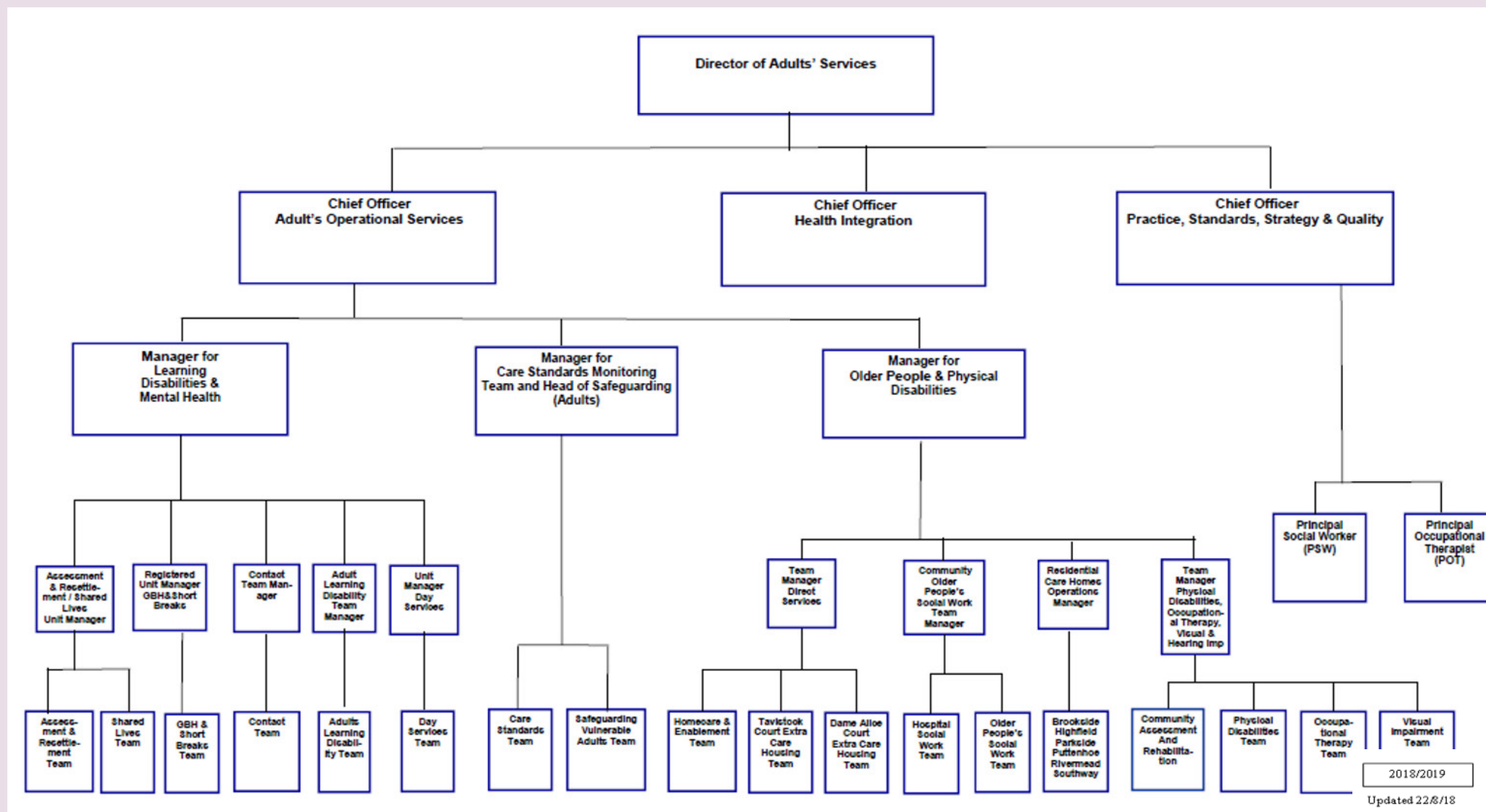
Indicator Reference	Description	Polarity	2022/23 Outturn	2022/23 Target	Forum
ASCOF 4A <b>EC2</b>	The proportion of people who use services who feel safe Source: User Survey	High %	71.0%	68.0%	QPR HWBIPF ASBSR AS&H O&SC
ASCOF 4B <b>EC2</b>	The proportion of service users who say that the services provided have made them feel safe and secure Source: User Survey	High %	89.7%	85.0%	HWBIPF ASBSR
ASC 10 Local	Proportion of concluded section 42 safeguarding enquiries where the identified risk was reduced or removed	High %	97.4%	85.0%	QPR CP ASBSR AS&H O&SC
ASC 11 Local	Proportion of concluded section 42 safeguarding enquiries with desired outcomes achieved	High %	92.6%	80.0%	QPR CP ASBSR AS&H O&SC
MH1 (Local)	Mental health emergency psychiatric readmissions	Low %	No Longer Collected	Context	ASBSR
MH9 (Local)	Mental health number of mental health act assessments: a. Leading to detention b. Leading to informal admission c. Leading to no admission	Context	a. 22 (69%) b. 3 (9%) c. 5 (16%)	Context	ASBSR
ADASS 46	Number of new requests for DOLS assessments received within the period per 100,000 population (18+) Population: 132,603	High Rate	829.1 (Rate) 1,196 (Assessments)	Context	ASBSR
ADASS 47	Number of decisions made and signed-off (including both requests granted and declined) within the period per 100,000 population (18+) Population: 132,603	High Rate	806.9 (Rate) 1,164 (Decisions)	Context	ASBSR

Indicator Reference	Description	Polarity	2022/23 Outturn	2022/23 Target	Forum
ADASS 48	Number of DOLS assessments completed but not yet signed-off (awaiting a decision outcome) within the period per 100,000 population (18+) Population: 132,603	Low Rate	1.4 (Rate) 2 (Assessments)	Context	ASBSR
ADASS 49	Number of DOLS assessments awaiting allocation (waiting list) per 100,000 population (18+) Population: 132,603	Low Rate	0.0 (Rate) 0 (Assessments)	Context	ASBSR
CARE ACT 4	Overall percentage of prisoners assessed (18+) for social care support, who meet the new eligibility threshold	Context	0.0% (0 out of 0)	Context	ASBSR
BBC OOH Discharge Usual	All Bedford Borough Patients Out Of Hospital - Usual Place Of Residence Destination	High %	96.7%	97.0%	ASBSR
BBC OOH Discharge Other	All Bedford Borough Patients Out Of Hospital - Other Place Of Residence Destination	Low %	3.3%	3.0%	ASBSR
DM 1.1	The percentage of people who have approached the council for help with adult care, who go on to receive a full social care assessment	Context	91.0%	Context	ASBSR
DM 1.2	The percentage of people who have received a full social care assessment, who then go on to receive a package of care (including lower level support)	Context	47.7%	Context	ASBSR

Indicator Reference	Description	Polarity	2022/23 Outturn	2022/23 Target	Forum
DM 2.4	The percentage of patients who are discharged to a permanent residential care bed, without any opportunity for short-term recovery	Context	7.1%	Context	ASBSR
DM 2.5	The percentage of patients who return home after a short-term period (no more than 6 weeks) in a residential care bed	Context	67.4%	Context	ASBSR
DM 2.6	The percentage of people who receive long-term care after a period of short-term/reablement based care	Context	14.8%	Context	ASBSR
DM 3.2 <b>SP3</b>	The percentage of older people who are assessed as having care needs, who were offered a reablement based service	Context	18.9%	Context	ASBSR QPR
DM 4.1	The percentage of older people receiving longer-term care whose care needs have decreased from their initial assessment/latest review	Context	5.6%	Context	ASBSR
DM 4.2	The percentage of younger adults receiving longer-term care whose needs may have decreased from their last review	Context	9.3%	Context	ASBSR
DM 4.3	The percentage of older people receiving longer-term care whose needs have increased since their initial assessment or last review	Context	23.3%	Context	ASBSR
DM 4.7	The percentage of younger adults receiving longer-term services who are living in registered residential care	Context	18.9%	Context	ASBSR

Indicator Reference	Description	Polarity	2022/23 Outturn	2022/23 Target	Forum
PfA1	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	85.8%	90.0%	ASBSR, SIB
PfA3	The percentage of young people/adults who have a personal budget/direct payment (% of those who are eligible)	High %	95.6% *Aged 18-26 Only	Context	ASBSR, SIB
PfA6	The number of young people with SEND who access local further education provision	High Number	257	Context	ASBSR, SIB
PfA7	The number of young adults with disabilities being supported to live independently within Bedford Borough	High Number	13	Context	ASBSR, SIB
PfA8	The number of young people/adult service users who are in employment	High Number	49.1%	72.0%	ASBSR, SIB
ASCOF 1CBi	Proportion of Service Users using social care who receive direct payment support	High %	14.1%	20.0%	ASBSR QPR
ASCOF 1CBii	Proportion of Carers using social care who receive direct payment support	High %	62.6%	72.0%	ASBSR QPR





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 2023-2024

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
<b>Impact of covid-19 pandemic</b>  The longer term impacts of covid -19 pandemic has seen higher demands and complexity.  Adult Services continue to respond appropriately and proactively in the control and management of meeting changing demands and complexity against challenges in recruitment in the LA services and wider care market. The service aims to monitor and take action to reduce risk and to be responsive / person centred in approach and in line with sustainability of provision, as well as resources availability and value for money.	<b>Reviews-</b> During the pandemic, a number of annual reviews could not take place due to the COVID-19 Restrictions. In 2022/23 we raised our efforts and moved this position forward. There is still further work to do to increase our efforts in 2023/24 to increase the percentage of service users with a review in the year.	Address / reduce all backlogs created by the pandemic and related logistics - respond to any possible unmet needs taking a risk based (triaged) approach. Work with internal and any agreed external supports to increase reviews including revised methodology to increase numbers back to 70% target which was achieved pre pandemic.	Monthly performance review & overall 31.3.2024
	<b>Direct Payments-</b> Significant cross directorate work was undertaken in 22/23 to understand the reasons for low take up of direct payments. A new strategy is in place to support with a desire to increase choice and control for people to access a DP as an option.	In Autumn 2023 we will commence activity to procure a new Direct Payments service contract following specification to ensure our direct payments support services meet our represents.	Ongoing review April 2024
	<b>Consider any new ways of working</b> based on the wealth of knowledge gained in pandemic, grow lessons learned approaches to continue, adapt and adjust responses and alternative ways of working to ensure that Adult Services is in the best possible position to deal with the next steps / restoration, and to deal with Future emergencies.	Ensure developments for further personalisation opportunities are in place including Direct Payments - work across professional boundaries to support and enable social work/ commissioners and externally commissioned services to improve our offer to local community.	Ongoing Quarterly review

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>Quality and safety monitoring of services provision in the local care market. External and internally led services, regulated and other core services. Introduce PAMMS Landscape to complement and extend our intelligence ( Provider Assessment and Market management solution)</p> <p>Safeguarding and Care Standards remain at the centre and people are protected from harm. Continue to support the new combined management of both areas of service for best service user outcomes.</p> <p>Continue our Strengths based and personalised care focus on developing and supporting people with lived experience to maintain independence, working in a co-produced way with people who use services across client groups - differing needs/wellbeing factor to be central.</p>	<p>Ongoing assessment and quarterly reporting to senior leadership group. Work with providers in a risk based/ supportive way.</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
<b>Restoration and development of Services - (post pandemic)</b>	<p>Working across a number of teams and services within the council - such as Public Health, Strategic Commissioning and Procurement, Assessment Hub, Corporate Finance, Analytics, Insight &amp; Performance, Environment (Community Safety). Co-produced working to be a key focus.</p> <p>Continue to review our prevention and early help in the community and at our adults' front door to strengthen, prevent, delay and utilise assets and strengths based practice</p>	<p>Develop a revised co-produced strategy</p> <p>Work with Carers in Beds and care management services to improve our supports to unpaid carers including options for self-assessments - digital offer.</p> <p>Voluntary / Community Sector Assets work to continue to be developed in line with good practice and community involvement with co-production emphasis. Brining a revised update to adults team front door.</p> <p>This journey will continue to evolve and there will be key dependencies and a need to work with other key services as projects develop.</p> <p>Introduce standalone Principal Social Worker and Principal Occupational Therapy Roles to support and strengthen our practice and local offer in the LA to support our teams and in turn, our service users.</p> <p>SP1 SP2 EC2 EC3</p>	<p>June 2024</p> <p>Monthly performance monitoring.</p> <p>April 2024 and monthly governance reflation</p> <p>Performance monitoring activity monthly. April 2024</p> <p>Review impact June 2024</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
<b>Transformation / Operating Model</b>  To build and continue new ways of working through Transforming Bedford.	Enhance Digital and continued development of new client based system (LAS).	Build our development approach within Adult Services to further assist short term / early intervention at front door and further enhance longer-term services delivered in our specialist teams.	April 2024
	Continue agile working and blended approach to meet needs of service users / workforce flexibility.	Reviews - Build on New Ways of working in view of higher complexity and demands, including digital and telephone –	Jan 2024 Monthly monitoring
	This journey will continue to evolve and there will be key dependencies and a need to work with other key services as projects develop.		Nov 2024



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
<b>Transformation / Operating Model</b> continued	<p>Widening approach to be explored to bring about further potential opportunities and actions to transform our response with consideration of where resources may need to sit.</p> <p>Link with Council Change Champions - to ensure two way communication.</p>	<p>Continue to develop sustainable, agile and better ways of working to respond to the climate emergency in all areas of work, including the transformation journey.</p> <p>SP1 SP2 SP3</p>	July 2024
<b>Social Care Reform and Key Areas of Activity / Performance</b>	<p>Market Sustainability - To build on the work and understanding from the Government initiative under the cost of care exercise carried out in 2022. Utilise market shaping findings and consider further opportunities and engagements with the provider market to build on sustainable affordable services to meet the identified local population needs. This work to include some aspects with health commissioners in view of meeting the needs of people with rising needs ( mental health, learning disability and after care needs - following a period of detention in hospital under the mental health act)</p>	<p>Work to continue project and to build up market current and future needs, following initial local work Monitor impact of service delivery and ability to meet needs of local population who receive care. Monitor risks and funding pressures. Work with Care Sector/ Market Providers- regional and national intelligence required.</p> <p>Continue to work with Commissioning leads to ensure Market Position Statement and areas of collaborative practice are in place and reflects needs of population.</p>	<p>Ongoing</p> <p>Oct 2024</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>Develop plans along key themes of 'People at the Heart of Care'.</p> <p>Review and re-establish 'People at the Heart of Care Board from previous reform board, in recognition of projects paused by government to prioritise key areas of development in view of the 10 year plan, bringing together all relevant leads from across the council/ areas, with the Adult Services Portfolio Holder</p>	<p>This is a long-term plan (10 years) to review and work on key themes as further information becomes available.</p> <p>Review Terms of Reference</p> <p>Action planning and progress / performance of key areas for best outcomes, including voice of the people / collection of evidence and our collective narrative across council - as one team focus.</p>	<p>Review Dec 2023</p> <p>Oct 2023</p> <p>Fortnightly meetings</p> <p>Nov 2023 and on going</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
<b>Social Care Reform and Key Areas of Activity / Performance</b> <i>continued</i>	Continue within available staffing resources any preparations and planning for Social Care reform ( care cap related activity / self assessment related improvements across the council, and co produce requirements where possible, noting national programme on this reform is paused until 2025.	Work across directorate areas to ensure key areas of overlap regarding care cap are understood in view of future potential changes.	Ongoing - waiting on government decision (2025)
	Continue links with housing in view of 10-year government vision to improve the needs of people who require social care and to retain independence.		Review in Feb 2024
		Longer term planning / Housing / Services/ Housing Policy engagement and interface. Collation of evidence and working closely with commissioning service. Experience and feedback from people who use services critical.	Feb 2024
		Technology and digital development with health partners / Integrated Care System and different/ joined up ways of working.	March 2024

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
<b>Social Care Reform and Key Areas of Activity / Performance</b> <i>continued</i>	Prepare and plan for CQC assurance / inspection of LA Adult Services introduced from April 2023 in view of Local authority responsibilities - under the Care Act to focus on key areas such as:	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 2023  Dec 2023 - sector  Jan 2024- Peer approach
	Working with people - assessing needs, supporting people to live healthier lives, prevention, well-being, information and advice.	Review and update Policies / Procedures / Strategies / delivery and quality of services in line with review programme.	Ongoing and review specifically in areas as required.  January 2024
	Providing support - markets  (Including commissioning), integration and partnership working.		
	Ensuring safety - safeguarding, safe systems and continuity of care.		
	Leadership - governance, learning, improvement, innovation.		

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
<b>Social Care Reform and Key Areas of Activity / Performance</b> <i>continued</i>	<p>Social Care Reform will evolve and develop and is a Council wide responsibility.</p> <p>It will also have interdependencies on the partnership and collaboration in key areas with the emerging Integrated Care System. This will require working across a number of teams and services within the council- such as Public Health, Strategic Commissioning and Procurement, Assessment Hub, Corporate Finance, Housing, Analytics, Insight &amp; Performance, Human Resources, Legal Services, Environment.</p>	<p>A focus on lived experiences and outcomes - co-produced.</p> <p>Partnership Board approach and ICS / Partner attendance- open discussion with people who use services about experiences.</p>	<p>Feb 2024 review progress</p>
	<p>Improve the performance indicator concerning the proportion of carers using social care support who are in receipt of self-directed support services.</p>	<p>Review reasoning on take up and the offer for carers to increase the take up of self-directed support.</p> <p>Continue to Work with carers and carer groups to sense check how easy funding information is as part of improvement journey.</p> <p>Review materials and links through carers in Bedfordshire commissioned carers support services. Update and link materials on council's website and supports within the council.</p>	<p>Dec 2023</p> <p>Monthly and Jan 2024</p> <p>Dec 2024</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
<b>Social Care Reform and Key Areas of Activity / Performance</b> <i>continued</i>		Identify possible causes of why carer's satisfaction has declined. Make improvements to support this indicator and to enhance the next survey so that overall satisfaction of carers improves. Involve Health watch and partners to improve survey take up	Oct 2023
		Continue to use benchmarking tools / review of local authorities' social care performance and look at best practice.	Ongoing
	Continue to improve Performance of indicator ASCOF3b – overall satisfaction of carers who use support services with their care and support.	Work across directorates/ partners to develop and enhance understanding of new assurance requirements and working together ethos. Peoples experiences Process and outcomes are paramount.	Review Feb 2024
		<b>SP2 SP3 EC3</b>	
<b>Workforce Strategy Adult</b> Social Care LA and local sector.	Develop plans along with resource of key themes of 'People at the Heart of Care'.	Work with key teams and Human Resources, link with ICS.	Ongoing
	Improve performance area to reduce the number of days/shifts lost to the directorate due to sickness absence.	Further and continuation of support / wellbeing of adult social care workforce, increase permanence.	Ongoing
	Build up the local workforce where shortages exist.  Enhance communications from DASS and Senior Officers with all staff and managers,- ensure a wellbeing focus , training, ethos and collaboration. Celebration and recognition for areas of good practice and workload prioritisation.	Support staff and monitor return to work interviews, sickness reasons and all supports available.  A supportive leadership presence , people facing and through information and listening - all areas	Ongoing  & Quarterly review

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
<b>Workforce Strategy</b> <i>continued</i>	<p>Develop further and expand apprenticeships and sector development to support training and career opportunities. 4 new staff on new apprenticeships - 2 in train. Further planned.</p> <p>Link to ICS workforce development – value social care and bring equity of opportunity as far as possible.</p> <p>This work will require working across a number of teams and services within the council- such as, Strategic Commissioning and Procurement, Analytics, Insight &amp; Performance, Human Resources, Legal Services for example.</p> <p>There will be a continued need to work at Place (Bedford) with partners and the ICS regarding the social care wider workforce developments.</p>	<p>Staff voice and feedback important to capture on journey.</p> <p>Value social care and individuals employed.</p> <p>Further develop Recruitment and Retention work and acknowledgement of critical roles carried out in all areas.</p> <p>Build on recruitment fares with care sector.</p> <p>Good news and reflective video's from the frontline on recruitment pages of intranet.</p> <p>Benchmarking - our offer in comparison to other LA's.</p> <p>Promote Bedford as a good place live and work in a range of social care careers- a beacon ethos.</p> <p>Training and continued professional development.</p> <p>Prepare and support workforce for social care inspection / assurance as part of reforms.</p>	<p>Ongoing and Jan 2024</p> <p>Ongoing Ongoing</p> <p>Ongoing</p> <p>&amp; review monthly Ongoing</p> <p>Review Dec 2023</p> <p>Ongoing Jan 2024</p> <p>Dec 2023 Ongoing review. Review plan</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>Include Progression and Succession planning Schemes.</p> <p>Wellbeing Champion - support an increase across directorate.</p> <p>Integrated Care System – joint workforce work stream.</p> <p>Training needs analysis and Continued Professional Development.</p> <p>Introduce a National Graduate Placement for focused work to support ASC and on Equality matters .</p> <p>Chief officer and DASS regular communications in place.</p> <p>Social work Annual Health Check.</p> <p>Annual PSW report</p> <p>EP3 SP3</p>	<p>April 2024</p> <p>On going</p> <p>Ongoing and quarterly</p> <p>Review Feb 2024</p> <p>Review April 2024</p> <p>May 2024</p> <p>July 2024</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
<b>Deliver on Efficiency Savings</b>	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 Ongoing
<b>Integrated Care System</b>	<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 sub groups 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 2024</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
<b>Integrated Care System</b> <i>continued</i>	<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, will have a duty to co-operate / collaborate.</p>	SP1 SP2 SP3 EC	Ongoing and review March 2024



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><b>Plan for legal changes across Adult Social Care</b></p> <p><b>Liberty Protection Safeguards</b></p> <p><b>Integrated Care Principles</b></p>	<p>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.</p> <p>*Currently paused by government but work in train continues.</p> <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>	<p>Self-assessing as plans and requirements emerge in year - know our position.</p> <p>Training and staff requirements - identify resource and act in a timely way to prepare workforce.</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>	<p>April 2025</p> <p>Review Jan 2025</p> <p>Review Jan 2025</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 2022/23 and 2023/24

	2022/2023 Budget £000	2023/2024 Budget £000
Adult Social Care Services	1,815	1,822
Adults Management	769	(12)
Better Care Fund	0	0
Safeguarding of Vulnerable Adults	942	934
<b>Total</b>	<b>3,526</b>	<b>2,744</b>
Adult Social Care 18-64	27,350	29,240
Adult Social Care 65+	12,565	14,063
<b>Total</b>	<b>39,915</b>	<b>43,302</b>
In-House Residential Homes	4,045	4,146
In-House Support Services	1,249	1,205
LD In-House Services	2,710	2,833
Non-Residential In-House Services 65+	1,569	1,640
<b>Total</b>	<b>9,573</b>	<b>9,823</b>
<b>Total Adults' Services Net Budget</b>	<b>53,014</b>	<b>55,869</b>

Note: Where budget = 0 expenditure is matched by income

Notes

## Finding out more

If you would like further copies, a large-print copy or information about us and our services, please contact us at our address below.

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**Kate Walker**

Director of Adults' Services  
Borough Hall  
Cauldwell Street  
Bedford  
MK42 9AP



[kate.walker@bedford.gov.uk](mailto:kate.walker@bedford.gov.uk)



[www.bedford.gov.uk](http://www.bedford.gov.uk)