

1.0 Support planning

1.1 Support planning

A vital part of the care and support process for people with ongoing needs is the “care and support plan” or “support plan” in the case of carers. The local authority has to demonstrate how the eligible needs of the person can be met within the “care and support plan” or “support plan” and the costs associated with meeting those needs.

The individual concerned should be involved in the planning process and should be given every opportunity to take joint ownership of the development of the plan with the local authority, if they wish and the local authority agrees. The plan ‘belongs’ to the person it is intended for, with the local authority’s role to ensure the production and sign-off of the plan to ensure that it is appropriate to meet the identified needs.

1.2 Key policy statements: support planning

- **What is support planning?**
- **Meeting needs**
- **Changing the way needs are met**
- **Producing care and support plans**
- **Care and support plan - sign-off and assurance**
- **What is a personal budget?**
- **Carers personal budgets**
- **Reviewing the care and support plan**
- **Revising the care and support plan**
- **Equalities**
- **Policy review**
- **Transition to the new legal framework**
- **What does this mean for me?**

1.3 What is support planning?

Once an individual has been assessed as having eligible needs, and ordinary residence established, a period of support planning will take place which will detail how that person’s needs will be met.

The support plan will be developed by exploring different options for meeting people’s needs. The plan will contain an explanation of the personal budget that has been allocated to meet eligible needs, to give everyone involved clear information regarding the care and supports costs and the amount that the local authority will make available. As part of the assessment and care and support planning process, a financial assessment will be undertaken to determine the contribution that the person will make towards the personal budget allocation. This is covered in Section 17 of the Care Act Policy Framework.

The guiding principle in the development of the plan is that the process should be person-centred and person-led, in order to meet the needs and outcomes of the person in ways that works for them as an individual and their family.

1.4 Meeting needs

The Council is statutorily required to meet the eligible needs of the people receiving care and support.

The concept of “meeting needs” is intended to be broader than a duty to provide or arrange a particular service. Because a person’s needs are specific to them, there are many ways in which their needs can be met.

The purpose of the care and support planning process is to agree **how** a person’s needs will be met. Some of those needs will be eligible for support from the Council, so the support plan therefore sets out how the Council will discharge its duty, or its power, to do so.

How needs can be met: The Council recognises that people’s experiences of care are significantly affected by *how* a need is met, not just *which* needs are met. There are a number of options for how needs could be met, and the use of one or more of these will depend on the individual’s specific circumstances. These are;

- The person’s family or friends supporting them
- The person meeting them independently
- The person paying for a service from their own financial resources
- Other organisations, for example educational establishments
- Needs being met through community based and/or unpaid support
- The Council directly providing some type of support
- The Council arranging for a care and support provider to provide some type of support
- The Council making a direct payment, to enable the person to purchase their own care and support
- Some combination of the above
- The Council ‘brokering’ a service on behalf of the individual. For example, with people who are financially assessed as being able to pay for their own care. This would involve the Council supporting the individual to select and enter into a contract with a provider. The contract would be held with the individual, not by the Council.

When determining how to meet someone’s eligible needs and writing the support plan with the person, the Council will take into consideration the individual’s preferences and consider the person’s goals in approaching the authority for support, and the level or nature of support desired.

The Council will also take into account a person’s network of support. The network of support would often include family, friends, and other people or organisations in someone’s community, but it could include other things as well.

Where eligible needs can be met by support from family carers or engagement with community networks and activities, these will be reflected in the support plan and will reduce the need for support funded and/or arranged by the Council. However, they will be regularly reviewed by the Council alongside the other arrangements to ensure their continued suitability.

Where there is more than one option for meeting an eligible need, the Council will include cost as one relevant factor in deciding between suitable alternative options for meeting needs. This does not mean choosing the cheapest option; but the one which delivers the outcomes desired for the best value.

Whilst the Council is committed to joint working with the NHS and housing partners, the Council will not directly provide or arrange any services that these organisations are legally obliged to provide.

Non-eligible needs: Under certain circumstances, the Council may choose to meet some non-eligible needs. Where the Council chooses not to meet any non-eligible needs, the Council will provide a written explanation for this decision.

1.5 Producing care and support plans

The Council is committed to ensuring care and support plans are person-centred, and to ensuring the individual has every reasonable opportunity to be involved in the planning. The Council will involve the person the plan is intended for, the carer (if there is one) and any other person the adult requests to be involved. The Council will also provide opportunities for joint ownership of the development of the plan between the person and the Council where this is what the person wants and where the Council agrees.

To inform the process of planning, the Council will draw up an initial plan that sets out how the Council would meet the eligible needs and the costs associated with this i.e. the personal budget. This plan will be used to inform the work with the person to agree how to meet their eligible needs. This work may lead to agreement that the eligible needs are met in different ways or that the plan drawn up by the Council will be used.

The Council is committed to including the following key elements in a care and support plan;

- The needs identified by the assessment;
- Whether, and to what extent, the needs meet the eligibility criteria
- The needs that the authority is going to meet, and how it intends to do so
- The outcomes the person needing care hopes to achieve
- For a person needing care, for which of the desired outcomes care and support could be relevant
- For a carer, the outcomes the carer wishes to achieve, and their wishes around providing care, work, education and recreation where support could be relevant
- The personal budget
- Information and advice on what can be done to reduce the needs in question, and to prevent or delay the development of needs in the future

- Where needs are being met via a direct payment, the needs to be met via the direct payment and the amount and frequency of the payments

The Council's strategy is to support people to increase their independence and reduce reliance on formal care wherever it is possible to do so. Where this is appropriate, support plans will therefore set out how someone will increase their independence, by describing how support will be delivered in terms of outcomes that reinforce independence. Expectations of progress and the timeframe will be clear in support plans and linked to a reduction in personal budget if goals are achieved.

During the support planning process, the Council will consider whether the needs or a person's other circumstances may mean that they are at risk of abuse or neglect. The planning process may bring to light new information that suggests a safeguarding issue, and therefore lead to a requirement to carry out a safeguarding enquiry.

Carer involvement: The person may have assessed eligible needs which are being met by a carer at the time of the plan – in these cases the Council will seek to involve the carer in the planning process. Provided the carer remains willing and able to continue caring, the local authority is not required to meet those needs. However, the Council will record the carer's willingness to provide care and the extent of this in the plan of the person and also the carer, so that the authority is able to respond to any changes in circumstance more effectively.

Where the carer also has eligible needs, the Council may suggest the production of a joint support plan. Both parties will need to agree with this approach before a joint plan is undertaken.

Direct payments: In developing the plan, the local authority must inform the person which, if any, of their needs may be met by a direct payment. More detail can be found in policy statement "10.0 Direct payments".

Mental capacity: The Mental Capacity Act 2005 (MCA) requires local authorities to assume that people have capacity and can make decisions for themselves, unless otherwise established. Every adult has the right to make his or her own decisions in respect of his or her care and support plan, and must be assumed to have capacity to do so unless it is proved otherwise.

The Council endorses the view that a person must be given all practicable help to make the specific decision before being assessed as lacking capacity to make their own decisions.

Where an individual has been assessed as lacking capacity to make a particular decision, then the Council will commence care and support planning in the person's best interests under the meaning of the MCA.

Where individuals have difficulty in being actively involved with the planning process, the Council will seek to involve any person who appears to the authority to be interested in the welfare of the person. Where individuals have no family or friends who are able to facilitate the person's involvement in the plan, the Council will

arrange for an independent advocate to represent and support the person's involvement.

This duty arises if the person would, without the representation and support of an independent advocate, experience substantial difficulty in any of the following;

- Understanding relevant information
- Retaining relevant information
- Using or weighing that information as part of the process of being involved
- Communicating their views, wishes or feelings

Combined care and support plans: Depending on the specific circumstances of the individual concerned, the Council may recommend the production of a joint care and support plan. The plan can only be combined if all parties to whom it is relevant agree and understand the implications of sharing data and information. The combination of plans should aim to maximise outcomes for all involved. The Council is legally obliged to obtain consent from all parties involved before undertaking a joint care and support plan. During this process, the Council will work with partners to establish a lead organisation for the combined plan.

1.6 Care and support plan - sign-off and assurance

The Council will take all reasonable steps to agree with the person concerned the manner in which the plan details how needs will be met, before signing-off the plan.

Where a care and support plan is being created jointly with the Council and the person, a third party or jointly with other organisations, the Council's role includes overseeing and providing guidance for the completion of the plan; and ensuring that the plan sufficiently meets needs, is appropriate and represent the best balance between value for money and maximisation of outcomes for the person.

In the event that the Council prepares the plan on behalf of the person or delegating this to a third-party, it will reflect the best interests of the person throughout.

Where possible sign-off should occur when the person, any third party involved in the preparation of the plan and the Council have agreed on the detail of the plan, including the final personal budget amount and how the needs in question will be met. If there is a lack of agreement over how the person's needs should be met or the personal budget, the Council will rely on the care and support plan that they have drawn up to demonstrate how the eligible needs could be met. Where an independent advocate has been used, they will not be asked to sign-off the plan, as this remains the responsibility of the Council.

The Council recognises the importance of the care and support plan and will ensure timely completion, proportionate to the needs that are to be met. The Council is also committed to ensuring that the planning process does not unduly delay needs being met.

Upon completion of the plan, the Council will give a copy of the final plan to the person for whom the plan is intended and any other person they request to receive a copy, including their independent advocate if they have one and the person agrees.

1.7 What is a personal budget?

The personal budget calculation forms a key part of the care and support planning process.

The personal budget sets out the overall sum of money that will be available to meet a person's eligible needs, taking into account any support from informal carers , friends or neighbours and any community activities that can be used to meet eligible needs. The individual can then exercise choice and control over the way their eligible needs are met through their care and support plan. The person's ability to contribute to the personal budget will be determined through a financial assessment that is explained in Section 17 of the Care Act Policy Framework.

Some, or all, of the personal budget can be taken as a direct payment to enable the individual to directly purchase care and support services. See the Direct Payment Policy Statement for further details.

The Council is committed to ensuring the personal budget calculation is transparent and robust so people have confidence that the allocation is sufficient to meet their eligible care and support needs. The Council will use a 'Care Cost Calculator' to estimate the personal budget available prior to involvement of the service user in support planning.

The personal budget will take into account;

- Any support from informal carers , friends or neighbours and any community activities that can be used to meet eligible needs
- The cost to the Council of meeting a person's eligible needs
- Any financial contributions the individual must make towards the cost of their care and support services

The personal budget will not contain;

- Any preventative services deemed to be 'free at point of delivery' (such as occupational therapy and assistive telecare equipment and re-ablement services)
- Any top-up fees paid by the individual or a third-party
- Any arrangement fees applicable for arranging care and support services for people who have financial resources above the financial limit

These items will be presented separately but alongside the personal budget. This ensures that the personal budget remains transparent, timely and sufficient to meet the individual's eligible needs.

1.8 Personal budgets for carers

In line with the principles of the Care Act 2014, the Council has a duty to promote wellbeing, and will support carers to look after their own physical and mental health and emotional wellbeing, social and economic wellbeing and to spend time with other family members and personal relationships.

To support this objective, carers will receive a personal budget to meet eligible needs identified through a carer's assessment.

The personal budget sets out the overall sum of money that will be available to meet the carer's eligible needs. The carer can then exercise choice and control over the way their eligible needs are met through the support plan.

Some, or all, of the personal budget can be taken as a direct payment to enable the carer to directly purchase support services. See the Direct Payment Policy Statement for further details.

1.9 Reviewing the care and support plan

Keeping care and support plans under review is an important part of the process, and is essential to ensure the plan remains relevant to someone's needs, support network, and goals as they change over time.

A care and support plan review will cover these broad elements, as appropriate;

- Have the person's circumstances and/or care and support or support needs changed?
- What is working in the plan, what is not working?
- Are there different ways of meeting need that have not been considered before?
- What might need to change?
- To what extent has the care and/or support plan contributed to meeting the outcomes identified in the plan?
- Does the person have new outcomes they want to achieve that the care and/or support plan should be contributing to?
- Is the person's personal budget contributing to them meeting their needs and contributing to the outcomes identified in their plan, and
- Is the current method of managing it still the best one for what they want to achieve, e.g. should a change from an arranged service to a direct payment be considered, or vice versa?
- Does the personal budget amount need to be amended to reflect the person's needs - this could be an increase or a decrease?
- Does the personal budget amount need to be amended to reflect different ways of meeting the person's needs in a more cost effective way?
- Are there any changes in the person's informal and community support networks which might impact negatively or positively on the plan and potentially the personal budget?
- Have there been any changes to the person's needs or circumstances which might mean they are at risk of abuse or neglect?
- Is the person, carer, independent advocate satisfied with the plan?

The Council is committed to ensuring that reviews are proportionate to the needs and circumstances of the individual concerned. Where a person's circumstances are changing, , more frequent reviews may be scheduled.

As well as the Council scheduling reviews with the person, they can also request a review. A review could also be requested by other parties interested in a person's wellbeing e.g. family members or a care and support provider. .

In considering whether to undertake a review the Council will involve the person, carer and anyone else the person requests to be involved where feasible. The Council will seek to identify those who may have significant difficulty in being fully involved in the decision to review and when there is no appropriate person who can represent or support their involvement and consider the duty to provide independent advocacy.

Where a review is requested and the Council makes a decision not to conduct a review, the Council will set out the reasons for not accepting the request in a format accessible to the person, along with details of how to pursue the matter if the person remains unsatisfied.

1.10 Changing the way needs are met

The way that eligible needs are met can change over time as new and innovative ways of working are developed and examples of national and local best practice are shared and adopted across the county. Council staff will be required to consider and take into account any of the "policy lines" below that may be relevant in meeting a person's assessed eligible needs when they are working with them to develop the care and support plan.

Policy Lines for consideration in care and support planning

- **Undertaking an assessment of night time activity using assistive technology equipment to reduce reliance on waking night staff.** If waking night staff may be required, an assessment of night time activity using assistive technology equipment will be undertaken to determine if the level of need and any risks can be met using specific assistive technology. For example equipment could be used to alert a sleep-in member of staff that support is required. This would remove the need for more expensive waking night staff. Other opportunities to use assistive technology to support people will also be considered and where possible assistive technology will be the preferred option of meeting identified needs.
- **Reviewing the support provided to reduce social isolation.** Some people have eligible needs around reducing or preventing social isolation. These needs can be met in a variety of different ways and it may be that one activity or service to meet a need around employment for example simultaneously meets a need around preventing social isolation. A clearer distinction will need to be made between activities that address social isolation and leisure activities, where the cost of the activity should fall to the person rather than to the Council.
- **Clarifying when a single housing and support arrangement would be considered appropriate by the Council rather than more cost effective shared housing arrangements.** Shared housing arrangements, particularly

for younger people with learning disabilities, offer a sociable setting for people to live and is a cost effective option, with some of the staff support being shared between the group. In some circumstances a single person housing and support arrangement will be necessary to meet the specific needs of the individual but this is expected to be in exceptional cases only.

- **Personal budgets will be based on the most cost effective option for meeting eligible needs identified following assessment.** When developing care and support plans, if there are different options that could meet eligible needs, Council staff will consider which option is the most cost effective. This will include consideration of whether an option would support greater independence and lead to a reduced package of social care and support in the future.
- **The role of, and support from, family, friends, the wider community and other organisations will be recognised and taken into account when developing support plans to meet eligible needs.** The role of, and support from, family, friends, the wider community and other organisations will be considered and included in the care and support plans reflecting their contribution to meeting eligible needs. If circumstances change and the level of support set out in the plan changes, the plan would need to be revised. Contingency plans will also need to be developed to respond if the informal care and support is not available for any reason.
- **Managing risk using an alternative arrangement and a contingency plan.** Sometimes, especially where a person presents behaviours that are challenging, funding and interventions are part of their support plan even though most of the time they do not present such behaviours. A different approach would be to manage the risk with a clear contingency plan in case the risk emerges rather than including additional care and support in the plan that is not required .
- **Focus on short term interventions to develop or regain skills and reduce dependence on social care funded support.** Where there is the potential for the person to develop or regain skills, the use of short term interventions should be included in the plan with clear outcomes and timeframes. The successful development of or regaining of skills will lead to greater independence and reduce the eligible need. The care and support plan will need to reflect that the level of need will reduce, and the personal budget, after the intervention. In some cases, the timeframe of the intervention may be extended to achieve the desired outcome. In other cases, the person may not be able to develop the desired skill and the specific intervention will end and the care and support plan amended to reflect the ongoing eligible needs.
- **Group and 1:1 support.** Some people with eligible needs do not need 1:1 support to meet those needs. In these circumstances, the Council will make the best use of group situations, including group activities and group living arrangements, to meet people's needs in a cost-effective way.

- **Making the most of 24/7 services.** Some people require services 24 hours a day, 7 days a week (24/7). Providers of such services will be expected to fulfil all of a person's eligible needs, and provide a full range of meaningful activities for people in 24/7 supported living both within the house and in the community. No additional services will be commissioned unless there is an agreement to reduce the funding to the 24/7 provider.
- **People using their own money to purchase enhanced services.** When the Council agrees the support plan to meet the person's eligible needs following assessment and confirms the personal budget allocation, it can take resources into account when considering the options available to meet the person's eligible needs. Some services may provide enhanced support that is not required to meet the eligible need, but the person would prefer to use. People who wish to use a more expensive but enhanced service that goes beyond meeting their eligible need may agree to pay an additional contribution (which will be over and above any contributions they may have to pay depending on the result of their financial assessment).

1.11 Revising the care and support plan

In some cases the review will confirm that the care and support plan remains relevant and represents the best and most effective way of meeting a person's eligible needs.

In other cases the review will result in changes to the plan, either because a person's needs have changed, or because there are new and more effective ways of meeting an individual's needs.

Where a decision has been made following a review that a revision is necessary, the Council will inform the person, or a person acting on their behalf of the decision and what this will involve. Where the person has substantial difficulty in being actively involved with the review, and where there are no family or friends to help them being engaged, an independent advocate must be involved.

When revising the plan the Council will involve the person, their carer and any other persons the adult may want involved, and their advocate where the person qualifies for one. The Council will take all reasonable steps to agree the revision. The revision process will be fundamentally the same as the one followed to establish an initial care and support plan, as described in sections 1.4 – 1.8 above.

Particular attention will be taken if the revisions to the plan propose increased restraints or restrictions on a person who has not got the capacity to agree them. This may become a deprivation of liberty, which requires appropriate safeguards to be in place.

In all cases, the Council will consider whether an independent advocate may be required to facilitate the person's involvement in the revision of the care and support plan.

Where there is an urgent need to intervene, the Council will consider implementing interim packages to urgently meet needs while the plan is revised. In doing so, the Council will endeavour to work with the person to avoid such circumstances arising wherever possible by ensuring that any potential emergency needs are identified as part of the care and support planning stage and planned for accordingly.

1.12 Equalities

The Council is committed to providing fair and equally accessible services for everyone in Cambridgeshire, whether they are:

- Using our services, in need of our services, or may need our services in the future
- Living in, working in or visiting Cambridgeshire
- Employees or prospective employees, contractors supplying goods or services, or anyone working in the voluntary capacity, supported by us

Under the Equality Act 2010, The Council and its staff are fully committed to the public sector duty to:

- Eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Equality Act 2010
- Advance equality of opportunity between people who share a protected characteristic and people who do not share it
- Foster good relations between people who share a protected characteristic and people who do not share it

Further information about the Council's equality and diversity policies are available via the council's website:

http://www.cambridgeshire.gov.uk/info/20086/communities_and_localism/480/equality_and_diversity

1.13 Policy review

This policy has been reviewed in February 2016 following a consultation in December 2015 – February 2016. This policy will be reviewed annually. An early review may be triggered by any national or local developments that impact on this policy.

1.14 What does this mean for me?

As a local resident: This policy only applies to people with care and support needs.

As someone who may need care and support: The Council will use your assessment to draw up an initial care and support plan which contains an indication of your personal budget. This plan will then be used as a basis to work with you to agree how your needs might be met, which will be recorded in your final care and support plan. You can lead the planning process, jointly with the Council, if you would like to and the Council agrees. The personal budget which will detail the cost to the Council of meeting your needs, as well as an indication of the level of financial contributions you will be expected to make as a result of your financial assessment. Depending on your circumstances, you will be the option or taking some or all your

personal budget via a direct payment. More detail on direct payments can be found in the Direct Payment Policy Statement. Planned reviews will be regularly undertaken to ensure that the care and support plan remains appropriate, however in the event that your circumstances change you can request a review, and in certain circumstances, such as an unplanned hospital admission, an unplanned review may be required. Any significant changes will be reflected in a revised care and support plan. The way in which your needs are met may change over time through the introduction of new technology and as the Council responds to examples of national and local best practice.

As a carer of someone who might need care and support: Depending on the specific circumstances of the individual you care for, you will be involved in the creation and regular review of their care and support plan. If you are supported as a carer by the Council, you will have your own support plan and personal budget, and you will have the option of taking some or all your personal budget via a direct payment. More detail on direct payments can be found in the Direct Payment Policy Statement.

As a care and support professional: As someone who works with individuals to assess their care and support needs, create care and support plans and / or undertakes reviews you will need a full understanding of this policy.

1.15 Useful links

Care Act legislation – clauses 24-30:	http://www.legislation.gov.uk/ukpga/2014/23/section/24/enacted
Care Act Guidance – sections 10,11, 13:	https://www.gov.uk/government/publications/care-act-2014-statutory-guidance-for-implementation
Care Act Regulations:	https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/376204/2903119_Care_Act_Negative_Regulations_Master.pdf
Care Act Factsheets:	https://www.gov.uk/government/publications/care-act-2014-part-1-factsheets
Related policy statements:	<ul style="list-style-type: none"> • Wellbeing • Prevention • Information & advice • Integration • Safeguarding • Assessment of care and support needs • Advocacy • Direct payments • Ordinary residence rules • Transitions to adult services • Prisoners • Charging and financial assessments • Deferred payments

CHANGE LOG

Amendments made in February 2016

Numbers in brackets show where proposals discussed in consultation in Dec 2015 – Feb 2016 have been included. See papers for 1 March 2016 Adults Committee for further details on consultation results.

Section	Detail of change
1.1	Clarification of the meaning of 'support plan'. Clarification of the Council's responsibility to demonstrate how eligible needs can be met and the cost of meeting these needs.
1.3	Clarification of the development of different options in support planning. Statement that a financial assessment is carried out as part of the assessment and care and support planning process.
1.4	Statement of the Council's statutory duty to meet eligible needs. Addition to list of ways of meeting needs, to include family, friends, meeting needs independently or from own financial resources and support from the wider community or other organisations. Statement that a person's network of support will be taken into account in support planning and this will reduce personal budget (2). Deletion of paragraph stating that carer and community support will not be included in plan. Statement that Council will take into account cost as one relevant factor when choosing between two options, both of which will deliver the desired outcomes (1).
1.5	Clarification that a person may self-plan with support of Council if they wish. Statement that Council will draw up a care and support plan to inform work with person on how to meet eligible needs. Addition to list of elements of care and support plan to include outcomes, plan to access information and advice if relevant. Statement that Council's strategy is to support independence, that support plans will set out how someone will increase their independence, and this will reduce personal budget if achieved (4).
1.6	Statements reinforcing that the person can develop the plan jointly with the Council and that Council will rely on original care and support plan if disagreement about how eligible needs should be met occurs.
1.7	Statement that a person's network of support will be taken into account in support planning (2). Deletion of paragraph and list on benefits of personal budget. Clarification that Council will use 'Care Cost Calculator' to estimate personal budget in initial support planning work. Clarification of 'arrangement fees' as opposed to 'administration charges'.
1.8	Clarification that personal budgets for carers are to meet eligible needs identified through a carer's assessment.
1.9	Clarification of statement about why reviews are necessary. Multiple

	revisions to list of broad elements of review of care and support plan to ensure clarity. Addition of clarifying statements about changes to need, circumstances or available services potentially impacting personal budget. Deletion of statement of 'light touch' review. Clarification that changing circumstances could result in more frequent reviews.
1.10	Clarification of status of examples about how care and support plan might change. Addition of examples from consultation (3,4,5,6,7).
1.11	Re-ordered section for clarity. Deleted unnecessary repetition of description of review process. Clarified that revision process will take the same approach and be subject to the same principles as the development of an initial care and support plan.
1.13	Statement that policy has been reviewed in February 2016.
1.14	Removed paragraphs on Transition to New Legal Framework as these focus on the introduction of the Care Act in April 2015.
1.15	Statement that Council will draw up an initial plan following assessment.