

Report subject	<b>Adult Social Care Strategy</b>
Meeting date	9 September 2020
Status	Public Report
Executive summary	<p>This report presents for approval the strategic priorities of the Adult Social Care Strategy, which were considered by the Health and Social Care Overview and Scrutiny Committee on 27<sup>th</sup> July 2020.</p> <p>The report outlines how the Adult Social Care Directorate has engaged with stakeholders, including people who use services and carers, in order to inform the strategic priorities for the next 4 years.</p> <p>It set outs how the strategic priorities align to the Fulfilled Lives objectives in the Corporate Strategy and the Council's wider transformation programme. The priorities respond to national drivers, legislation and where performance measures and customer feedback indicates that strategic change is required to deliver improvements in outcomes and services.</p> <p>The report highlights the potential to develop new approaches to service delivery as a result of learning through the COVID 19 pandemic. The overarching priorities are:</p> <ul style="list-style-type: none"> <li>• <b>Engage with individuals and communities to promote well-being</b></li> <li>• <b>Support people to live safe and independent lives</b></li> <li>• <b>Value and support carers</b></li> <li>• <b>Enable people to live well through quality social care</b></li> <li>• <b>Deliver Services that are modern and accessible</b></li> </ul>
Recommendations	<p><b>It is RECOMMENDED that:</b></p> <p><b>Cabinet approves the strategic priorities of the Adult Social Care Strategy enclosed at Appendix 2 of this report.</b></p>
Reason for recommendations	<p>This a key document for Adult Social Care as it will set the framework for transformation and improvement of services over the next 4 years.</p>

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Wards	All
Classification	For Decision

## Background

1. The strategic priorities of the Adult Social Care Strategy will set the direction for transformation and improvement in the Adult Social Care Directorate for BCP Council over the next four years. It is aligned with the objectives of the Council's Corporate Strategy. This report outlines how the strategic priorities have been developed with the engagement of people who use services and carers; partner agencies; staff and the Health and Adult Social Care Overview and Scrutiny Committee.

## Development of the Strategy

2. The strategic priorities were developed in consultation with stakeholders and staff across the Adult Social Care Directorate through workshops and roadshows in the Autumn of 2019. This was to understand from their perspective what key strategic actions need to be taken over the next four years in order to improve outcomes and modernise services.
3. The strategic priorities were developed to include all relevant elements from the Council's Corporate Strategy, particularly from the Fulfilled Lives priorities (See Appendix 3). They have also been developed in the light of the priorities in the NHS Five Year Forward Plan and has close links to the development of the Council's Housing Strategy.
4. Instrumental to the thinking behind the Strategy was the need to respond to national drivers and changes of legislation. One example is the changes to Deprivation of Liberty Safeguards (DoLS) as part of the Mental Capacity (Amendment) Bill, which passed into law in May 2019 and is replaced with a scheme known as the Liberty Protection Safeguards. The Government has determined that Liberty Protection Safeguards will be implemented nationally in April 2022.
5. Areas for improvement have been identified through feedback from people who use services and carers and benchmarking BCP Council's Adult Social Care performance in its first year of operation against national performance metrics.

Appendix 1 provides data on BCP Council's performance in 2019/20. Key areas where the Council's performance indicates the need for improvement are:

- Numbers of people being admitted to a care home setting.
- Lower percentages of people with a learning disability and with mental health issues living in settled accommodation and being in employment and training
- Lower percentages of adults and carers receiving direct payments
- Proportion of people receiving a short-term service that then need ongoing support
- Proportion of delayed transfers of care for which health and social care are jointly responsible

## **Stakeholder Engagement Findings**

6. In early Spring 2020 an engagement programme was delivered to gather public and stakeholder views on the draft strategy priorities. This included surveys, workshops and focus groups, and working with partners to promote the survey within their networks. It should be noted that a number of the priorities had already been consulted upon during consultation on the Corporate Strategy in Summer 2019.
7. Some of the face to face events had to be cancelled due to the COVID-19 pandemic. However, alternatives were offered such as invitation to complete the online survey or engagement telephone calls.
8. Over 140 service users, carers or families completed the public questionnaire. Respondents told us that all the five proposed priorities were of great importance. However, the two most important were "Support for Carers" and "Enable People to Live Well Through Quality Social Care". Over two hundred comments were provided by people who use services and carers. 25 stakeholders completed the online survey and 10 further partners came to a workshop to discuss the proposals. The key comments were:
  - Information and advice and joined up working were key to delivering quality social care
  - Funding concerns were a theme throughout the comments
  - People said that living safe and independent lives was hard to achieve for very vulnerable people and that early access to services was important
  - Support for carers was a theme that ran through all the priorities and they felt that it is vital that families of carers are more engaged and involved right from the start of planning
  - Carers felt that respite was important
  - Comments around delivering modern and accessible services highlighted that they felt the priority was very ambitious and they were not sure how we would achieve this.
  - People felt that engaging with our communities and health partners was very important
  - Investment in well trained staff is needed with time to address needs with respect and dignity

- Use modern technology
- Support and empower communities
- Involve carers in training staff
- Getting it right for younger people will help in generations to come
- Invest in the community and voluntary sector- the sector would really like to support the Strategy but were already under pressure.
- Join up with projects which are already in progress
- Communicate the plans and progress so everyone is aware of what is happening

## **Learning from the Covid 19 Pandemic**

9. Adult Social Care's response to the Covid19 pandemic has been focussed on ensuring the safety, health and well-being of people who use services and carers and driven by an extensive range of national guidance. Local deployment has been swift, with the health and social care system adapting quickly to new ways of working. This has fuelled significant interest in using this learning both at a national and local level in guiding reset and recovery plans. This learning will influence and change ways of working and service delivery for Adult Social Care in areas such as:
  - Using strength-based approaches, harnessing what we have learnt using the volunteer capacity in our communities
  - Reviewing the reablement and intermediate care offer, considering how to deliver an integrated model with NHS partners
  - Working with the NHS looking at how we jointly, commission and quality assure and support the independent sector market, and broker the market in an integrated way
  - Continuing with new ways of working including much more mobile working and flexible working.
  - Delivering a new model for carers services and how carers support each other: for example, using technology to deliver carer forums and on-line services
  - Considering the Council's approach to assessing adults and developing support plans with them whether this needs to be in their own homes, or somewhere else or using technology to do this.
  - Take the positive learning from the Hospital discharge process that was rapidly deployed during the Covid19 pandemic and deliver assessment and support closer to home.

## **Finalising the Strategy**

10. The learning from the stakeholder engagement which took place and from the Covid19 Pandemic have enabled reflection on the draft strategic priorities from where the Council was at February 2020 to entering recovery and reset. To that end the Strategy has been revised to reflect this and is attached at Appendix 2.
11. Feedback provided from the Health and Social Care Overview and Scrutiny Committee held on 27<sup>th</sup> July 2020 was very positive. The Committee wanted to ensure that a good mix of housing options were being considered within the Strategy including small group living in order to reduce social isolation and that life skills

training was in place to facilitate independent living. The Committee also wanted to explore that use of technology was being considered to reduce social isolation using interactive platforms such as Zoom and Skype. Concerns were raised about risks to financial viability and whether the Strategy would be able to adapt to these challenges and to ensure that performance metrics were closely monitored as part of implementation plans.

### **Summary of financial implications**

12. The development of the Adult Social Care Strategy is taking place at a time which is complex in terms of financial planning for the Council due to the COVID19 pandemic and also nationally given that there is still no Government plan for the long-term future of adult social care funding, while the pandemic has exposed very starkly the financial needs of the adult social care sector nationally. The Government has expressed a clear intent to bring forward proposals on the future strategic direction for adult social care nationally and for its long-term financing. Details are awaited on the timescale for Government proposals to be brought forward.
13. A national Adult Social Care Task Force was established in June 2020 with the remit to ensure the delivery of Government's Plans for Adult Social Care through the pandemic period and its terms of reference include considering the sustainability of Adult Social Care over the next 12 months. The national planning for adult social care funding both in the short-term and in the long-term will have implications for the delivery of the Council's Adult Social Care Strategy and for the Council's Medium-Term Financial Plan.
14. The Adult Social Care Strategy will be delivered over four years using a programme approach. Detailed plans and timescales for implementation of the strategic priorities will be developed in alignment with the Council's Medium-Term Financial Plan. It is important to recognise that the predicted cost pressures in adult social care budgets due to demographic changes leading to increased demand for social care and also the rise in the costs of providing and commissioning social care are a key driver in terms of pressures in the Council's Medium Term Financial Plan over the coming four years. Elements of the strategic programme will bring opportunities for efficiency and smarter ways of working (such as the greater use of new technologies).
15. A key local and national context for the Strategy is that of effective and closer integration with the NHS so that the public are supported by well-ordinated health and care services. It is, therefore, essential that the Council works on joint financial strategies with NHS partners as part of the Dorset Integrated Care System to deliver both best outcomes and best value from the collective resources available across the health and social care system. There will be joint working with health on areas of pooled and joint funding including the most effective use of the Better Care Fund.
16. Some elements of the plan will require the development of business cases for investment and close work with housing to fund suitable homes for increasing numbers of people to have homes of their own in the community.

### **Summary of legal implications**

17. The Strategy underpins the delivery of major legislation such as the Care Act 2014 and addresses changes to legislation such as Deprivation of Liberty Safeguards (DoLS) as part of the Mental Capacity (Amendment) Bill being replaced with Liberty Protection Safeguards.

### **Summary of human resources implications**

18. Having appropriate skills, knowledge and expertise will be required in order to meet the ambitious strategic priorities set within the Strategy. This will have implications for team structures and the future workforce for the Council, partners and the independent sector. A strong and sustainable workforce; a comprehensive and positive training and development offer and career structures will all be required to deliver the strategic priorities.

### **Summary of Sustainability Impact**

19. Adult Social Care will be looking at internal practices and working with independent sector providers to reduce the carbon footprint. Staff will be encouraged use sustainable transport when undertaking visits and commuting. Flexible working will be considered to reduce miles travelled to and at work. Any building development options will consider renewable energy sources and energy efficiency. The Council will be supporting new care delivery models which will in turn support local businesses and create jobs; including formal qualification opportunities and apprenticeships, for the social care workforce, both within the Council and for the independent sector. A strategic priority is to develop new models for delivering access to training and employment for people with disabilities.

### **Summary of Public Health Implications**

20. The overarching aim of the Strategy is to improve the health and wellbeing of residents in the Council area and improve quality of life. This will be enabled by delivering more efficient, effective and person-centred services working with partners including Public Health, NHS and the voluntary and community sector. The approach is to draw on the strengths of individuals and their communities

### **Summary of Equality Implications**

21. The Strategy impacts all equality strands from those preparing for adulthood to adults of all ages and impacts all forms of diversity including race, religion and gender. It has a diverse range of impacts on those living with disabilities.
22. Developing a strengths-based approach to practice which is a key priority and will be an enabler in ensuring that an individuals' background, skills and community are fundamental to all assessments; planning and care provision
23. Adult Social Care's Commissioning Plans need to ensure that the Council is meeting individual diversity of need and the voice of adults who use services is listened to, to inform how this done.
24. Full equalities impacts will be completed for the transformation programme as it is developed and for individual significant elements of the programme as they are developed and delivered.

### **Summary of risk assessment**

25. The Strategy is ambitious in its intention to improve outcomes and therefore to mitigate the risks that people who use services and their carers are not able to access high quality advice, information and services; achieve their own goals; maximise their independence and participate in their community.

26. The strategic priorities are being developed in a context where there are no national proposals for long-term and sustainable financing of the adult social care sector and when the COVID19 pandemic has exposed starkly the financial challenges and significant costs pressures for both Councils and adult social care providers. The delivery of the strategic priorities will, therefore, be closely tied to the development of the Council's Medium-Term Financial Plan. The Strategy itself will introduce new approaches (such as strength-based practice; the increased use of new technologies and increases in supported and extra care housing opportunities) which will both improve outcomes and make better use of the Council's resources. A key area of focus is market shaping and commissioning plans for adult social care so that future local provision will both meet local need and be financially sustainable for the Council, NHS; self-funding service users and adult social care providers. It is important to underline again that central Government has a key role to play in developing a national plan for the long-term funding of adult social care.
27. The strategic priorities set out the direction of travel for developing a comprehensive transformation programme which is to be delivered over four years and will require a wide range of officers within the Adult Social Care Directorate and across the Council to contribute to its delivery. At the point of approval of the Strategy, the Council and its partners in adult social care and health will also be responding to the continued impact of COVID19. There will, therefore, be at times competing priorities for officers in terms of delivering strategic change and responding to the pandemic. The delivery of the transformation programme will be undertaken through a programme approach with careful matching of expertise and capacity to each element of the programme. This may require at times bringing to the Council additional expertise and capacity to accelerate elements of the implementation plan.
28. The foundation of the delivery of the ambitions of the Strategy will be the recruitment, retention and development of a skilled adult social care workforce within the Council and across the local Adult Social Care sector. A national and local key risk which has been well publicised is the inability of the wider Adult Social care sector to recruit and retain staff. Government has acknowledged during the COVID19 pandemic the crucial importance of the recruitment and development of a skilled social care workforce. Current and future national initiatives on workforce, as well as national decisions on social care funding, will shape and support the Council's own work programmes. There is a commitment to work with the adult social care sector to promote the opportunities and rewards of employment and careers in the adult social care sector through the Proud to Care initiative and to ensure that high quality training and development opportunities are available to staff within the Council and the wider sector.

## **Background papers**

BCP Council Corporate Strategy including Fulfilled Lives Priorities

[BCP Council Corporate Strategy](#)

NHS Long Term Plan

[longtermplan.nhs.uk](https://longtermplan.nhs.uk)

## Appendix 1 – Outturn from the Adult Social Care Outcomes Framework 2019/20

### ASCOF indicators

ASCOF indicators			2019/20	2019/20	18/19	18/19	18/19	
Indicator Ref	Indicator Name	Data Source	BCP updated 10/08/20 SALT Outcomes	Target	England	South West	Nearest Neighbour	
DOMAIN 1: Enhancing quality of life for people	1C Part 1a	Adults over 18 receiving self-directed support.	MOSAIC & CareDirector	100%	Not set	89.0	91.6	88.1
	1C Part 2a	Adults over 18 receiving direct payments.	MOSAIC & CareDirector	20.5%	Not set	28.3	27.9	26.7
	1C Part 1b	Carers receiving self-directed support.	MOSAIC & CareDirector	49.1%	Not set	83.3	58.3	74.8
	1C Part 2b	Carers receiving direct payments.	MOSAIC & CareDirector	4.6%	Not set	73.4	47.2	67.6
	1E	Learning disability clients in paid employment.	MOSAIC & CareDirector	3.9%	Not set	5.9	6	6.7
	1G	Learning disability clients living independently.	MOSAIC & CareDirector	74.6%	Not set	77.4	77.2	82.2
	1F	Mental Health clients in paid employment.	DHC	7% (NHS Digital)	Not set	8.0	10.0	9.6
	1H	Mental Health clients living independently.	DHC	30.9% (NHS Digital)	Not set	58.0	57.0	63.3
DOMA	2A Part 1	Under 65: Permanent admissions.	MOSAIC & CareDirector	6 per 100,000/p	Not set	13.9	14.0	17.6



2A Part 2	Over 65: Permanent admissions.	MOSAIC & CareDirector	<b>632 per 100,000/p</b>	BCF 592	579.4	513.0	668.1
2B	Older adults at home 91 days after discharge from hospital with reablement/rehabilitation	Care Director DHC	<b>93.8</b>	BCF 79.7	82.4	80.8	82.1
2C Part 1	Delayed Transfers of Care All attributable delayed days	NHS England	<b>Apr-Feb 10.3</b>	BCF not equitable	10.3	12.2	Pending
2C Part 2	Delayed Transfers of Care 'Social Care' delayed days only	NHS England	<b>Apr-Feb 0.2</b>	Not set	3.1	3.9	Pending
2C Part 3	Delayed Transfers of Care 'Joint' attributable delayed days only	NHS England	<b>Apr-Feb 1.4</b>	Not set	0.8	0.7	Pending
2D	Outcome of short-term services	MOSAIC & CareDirector	<b>76.4%</b>	Not set	79.6	82.0	84

## Appendix 2-Adult Social Care Strategy Priorities

### **Engage with individuals and communities to promote well-being**

- Work with NHS, voluntary and community sector partners to support community activities in order to encourage participation, independence and reduce social isolation.
- Engage earlier with those residents at risk of worsening life chances and outcomes by developing outreach support in community-based settings.
- Offer support, guidance and assessment to residents to best meet their needs.
- Expand the number of dementia friendly communities.

### **Support people to live safe and independent lives**

- Implement best practice adult safeguarding model for BCP Council with partners and introduce new Liberty Protection Safeguard legislation.
- Contribute to the implementation of the delivery plan “Brighter Futures” for children and young people
- Provide social care that focuses on people’s strengths and support from those around them, to encourage independence.
- Increase the proportion of adults with care and support needs in employment, training and volunteering.
- Provide the right accommodation options to support residents with care and support needs to remain active and independent.
- Increase the proportion of adults with a learning disability with care and support needs who live in their own home locally.
- Continue to promote and extend the use of assistive and digital technology to enable independence and enhance people’s quality of life.
- Improve outcomes for young people with disabilities and special educational needs as they move into adulthood.

### **Value and support carers**

- Work with carers to improve access to information and advice ensuring it is delivered at the right time and tailored to the individual carer.
- Work with the NHS, increase the numbers of carers receiving support and services personalised to individual need.
- Increase the availability and options for time out and short breaks for carers.



### **Enable people to live well through quality social care**

- Implement a new first point of contact service for adult social care to improve on-line information and advice and supports residents' well-being and independence.
- Work with the NHS to improve the range and effectiveness of services which support people to live well in their own homes and reduce the need for hospital admissions.
- Ensure high standards of practice and effective team working.
- Work with all partners and people with lived experience to develop and deliver a strategy to improve the sustainability and quality of the social care market.
- Develop and implement plans so that the Council provides good quality and best value for money care and support.
- Develop with partners an adult social care workforce which reflects local needs.
- Promote careers in social care with partners including through the Proud to Care Initiative.
- Work with the NHS to improve patient experience of hospital discharge by implementing a home first model for assessing people's needs for care and support

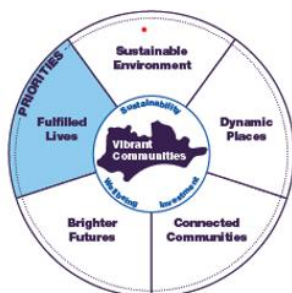
### **Deliver Services that are modern and accessible**

- Encourage people who use our services to be involved in shaping and monitoring services.
- Further develop integrated health and social care services within hospitals and the community.
- Enable staff to work efficiently through the use of mobile technology and flexible working.
- Ensure that we rigorously monitor and review outcomes and services and continuously learn from best practice.
- Ensure Adult Social Care Staff are well managed, supported, trained with opportunities to develop.
- Work across the adult social care sector to reduce carbon emissions and adapt to climate change.



## Appendix 3 Fulfilled Lives Priorities

### Fulfilled Lives



Helping people lead active, healthy and independent lives, add years to life and life to years

#### Support people to live safe and independent lives SDG 3 / 8

##### We will:

- implement a best practice adult safeguarding model for BCP Council with partners and new Liberty Protection Safeguard legislation by April 2021
- agree a suicide prevention plan by June 2020
- improve outcomes for young people with disabilities and special educational needs as they move into adulthood by March 2022
- increase the proportion of adults with a learning disability with care and support needs who are able to live in their own home, locally, by March 2023
- increase the proportion of adults with care and support needs in employment, training and volunteering by March 2023
- continue to promote and extend the use of assistive and digital technology to enable independence and enhance people's quality of life

#### Promote happy, active and healthy lifestyles SDG 3

##### We will:

- promote active ageing in more deprived communities through Live Well Dorset and engage at least 1,000 people over 55 for each of the next three years

- work with our health partners to promote and enable whole school approaches to physical activity, increasing children's mental wellbeing by July 2020
- increase take up of health checks in BCP Council area to 7,500 in the year 2020/21
- undertake a review of leisure provision and residents' leisure discount schemes to enable greater participation in leisure activities by end of 2021
- agree with partners a health and wellbeing strategy by July 2020
- promote positive health including mental health within our communities and partners through a comprehensive action plan by December 2020
- increase the proportion of people with dependency successfully accessing alcohol and drug treatment services by March 2023
- facilitate new opportunities for communities and people to engage in creative and heritage activities to benefit their wellbeing by March 2021

#### Develop age-friendly communities SDG 4 / 8

##### We will:

- work with health partners to promote the benefits of active travel and deliver a publicity campaign targeted at older people by March 2021
- continue to deliver a programme to improve safer environments in built up areas with increased priority for pedestrians and improved crossing facilities for wheelchair and mobility scooter users
- support greater use of bus services by providing new bus shelters with seating, accessible boarding kerbs and Real Time Information by March 2022
- expand the number of dementia friendly communities by March 2023

#### Value and support carers SDG 3 / 5

##### We will:

- work with carers to improve access to information and advice ensuring it is delivered at the right time and tailored to the individual carer by March 2021
- work with the NHS to increase the numbers of carers receiving support and services personalised to individual need by March 2023
- increase the availability and options for time out and short breaks for carers by March 2021
- create a single model of young carers provision across the BCP Council area by summer 2022, ensuring consistency of support
- recognise the needs of staff members who are carers within BCP Council's conditions of employment by 2021

#### Enable people to live well through quality social care SDG 3 / 10

##### We will:

- implement a new first point of contact service for adult social care to improve online information and advice and supports residents' wellbeing and independence by March 2022
- develop outreach support with GPs in community based settings to engage earlier and improve the quality of life for those residents at risk of worsening health and outcomes by March 2022
- work with all partners and people with lived experience to develop and deliver a strategy to improve the sustainability and quality of the social care market by March 2023
- promote careers in social care with partners including through the Proud to Care Initiative by March 2023
- work with the NHS to improve the range and effectiveness of services which support people to live well in their own homes and reduce the need for hospital admissions by March 2022

#### Tackle homelessness and prevent rough sleeping SDG 4 / 8

##### We will:

- work to prevent homelessness by publishing a new homelessness strategy and deliver the action plan with partners by December 2020
- publish a single housing allocations policy by the end of 2020 to set out how we prioritise the allocation of BCP Council/housing association homes
- prevent homelessness by utilising government funding to maximise preventative services for people including those with complex needs and reduce the numbers of those at risk of losing their accommodation
- reduce rough sleeping by increasing access to suitable accommodation and re-modelling a range of sustainable housing support pathways

#### Promote lifelong learning for all SDG 4 / 10

##### We will:

- deliver a lifelong learning strategy by March 2023, working with partners to promote a broad learning offer for work and well-being, culture and arts and to increase awareness of environmental issues and sustainable living
- target care leavers, disadvantaged boys and young people with the greatest barriers to learning and work to join apprenticeship schemes

- promote high-quality careers education and information advice for young people, adults needing to retrain and those for whom English is not their first language

#### Measures of success

1. percentage Care Quality Commission registered care services rated as good or outstanding
2. proportion of adults who use social care services who have control over their daily life
3. proportion of adults with a learning disability in settled accommodation
4. proportion of adults in receipt of support and services in employment
5. proportion of people who reported that risks have reduced as a result of a safeguarding enquiry
6. proportion of carers who receive info/advice or another service after an assessment
7. proportion of people with dependency accessing drug and alcohol treatment services, and the number completing successfully
8. numbers of people accessing learning opportunities
9. availability and take up of apprenticeships, supported internships and educational pathways
10. young people and adults receiving high quality careers education information and advice
11. number of people rough sleeping at any one time
12. number of households in bed and breakfast under homeless legislation provisions
13. number of dementia friendly communities
14. take up of health checks
15. national highways and transport public perception survey accessibility theme

#### Sustainable Development Goals (SDG)

