



Leading Better Lives

A collaborative approach to early action

For consideration by:
Adult Social Care Scrutiny Commission

Date: 29 August 2024

Lead director: Kate Galoppi

Useful information

- Ward(s) All
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1. Purpose of report

- 1.1. The purpose of this report is to provide ASC Scrutiny Members with an update against our commitment to develop an early action strategy for Adult Social Care, as previously reported to the Commission in October 2023.
- 1.2. The ambition of the strategy is to support the Department to manage demand in the face of continual financial pressures, and in recognition that to support people to lead better lives early action is required across partners both internally and across the health and care system.
- 1.3. The report provides the Commission with details of the Leading Better Lives project that we have partnered together with Social Care futures to deliver and coproduce a strategy; providing an initial update following the two events which took place in early July and to set out the next steps for the project.

2. Report Summary

- 1.1 In the Summer of 2023, in recognition of the continuing financial constraints faced by the sector, Adult Social Care commissioned the support of Ernst and Young (EY) to work with us to develop a programme of work to support us to manage the demands on ASC and move towards a model of early intervention and prevention.
- 1.2 As the largest area of spend for the Council, together with analysis of our use of resources, and insights from several independent peer reviews, we identified that as a department we support more than average numbers of people in Social Care and our preventative offer is less advanced than other areas of similar demographics with lower spend.
- 1.3 The work with EY supported us to put in place a robust programme to manage demand focusing on four key workstreams: reducing growth in care packages; reducing new entrants; improving productivity; and improving partnership working. Projects to deliver against each of these workstreams are underway and delivering against performance indicators.
- 1.4 Social Care Futures approached us at the end of 2023 to invite us to partner with them on a national programme looking at the challenging issues for Social Care that can get in the way of change and inhibit innovation. The programme is built on co-production, aligning with our Departmental

commitment to Making it Real, and co-production as a key principle underpinning the way that we work. The programme provided the opportunity to continue to deliver our longer-term ambition to move to a model of early intervention and prevention.

- 1.5 Significant work has been delivered in the Leading Better Lives project as outlined in this report and accompanying slides in Section 5 for this report. The work so far has resulted in a report outlining four initial actions for change; a wealth of further intelligence and insight to support our strategy for early action; and a shared commitment with partners in the Voluntary and Community Sector to deliver some quick wins against the insights gathered.
- 1.6 This report provides a further update on the 'Leading Better Lives' project. This project was borne out of the work Adult Social Care is doing to respond to the demands and challenges currently being experienced in social care.

3. Recommendations

- 3.1. Scrutiny Members are asked to:
 - 3.1.1. Provide comments and note the report which highlights the work of The Leading Better Lives Project.
 - 3.1.2. Receive future updates against the delivery of the actions, and the wider ambition for an early action strategy for the City.

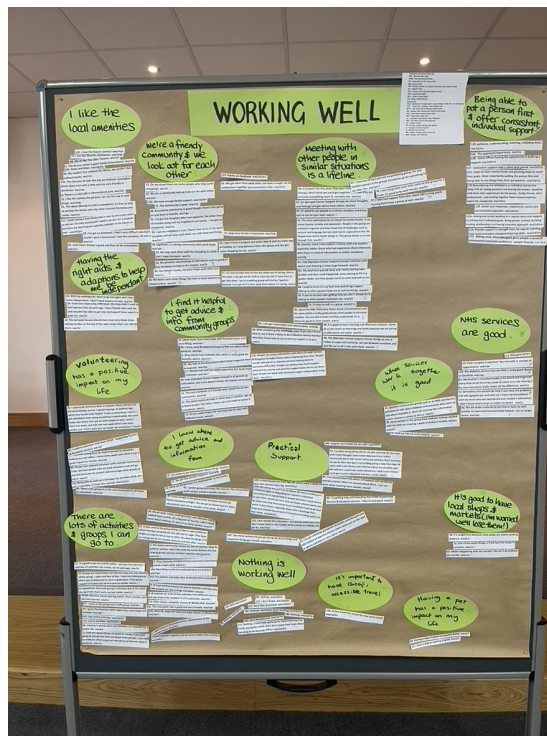
4. Supporting information

- 1.7 Whilst we recognise that developing an early intervention and prevention approach in Leicester will take time, the leading better lives project whilst challenging due to its scope, felt like the right topic to explore through the social care futures opportunity. It builds on the work already happening in social care around strength-based ways of working, the commitment to Think Local Act Personal's Making it Real and the increasingly integrated way of working with our NHS colleagues. It also connects with the work our public health teams are doing around prevention in relation to health and wellbeing.
- 1.8 Underpinning the project is the belief that in Leicester we want every person with care and support needs, and those that care for them, to be able to live the life they want to live, doing what is important to them, in good homes and in caring communities. However, we know that to live a good life, people need more than adult social care.
- 1.9 Given this is wider than what adult social care can achieve on its own, a key focus of the project has been to explore how all our services and teams from housing, transport to neighbourhoods and communities can work together to

help people who have care and support needs in our city live better lives, building on the work that we embarked on with Ernst Young in August 2023.

- 1.10 The project has made a positive start at bringing people with a lived experience, unpaid carers, voluntary and community organisations, our NHS and council officers from across our different departments (housing, transport, neighbourhoods and communities and public health) together, with the shared purpose to listen to what people have told us and to think about what collectively we might be able to do to support people in Leicester to lead better lives.
- 1.11 The Social Care Futures approach has co-production at the heart of its work which aligns with the Department's commitment to co-produce all that we do. Therefore, an integral part of the project has been talking to people from across Leicester's communities. Therefore the project brief we have used was deliberately explicit in our ask of the people we spoke to in terms of seeking their commitment: **Working together to understand what matters most to people in Leicester City to lead better lives and to use that understanding to make a positive difference.**
- 1.12 The team has worked closely with community organisations across Leicester who have hosted focus groups on our behalf. Given the pace we needed to work to (the project is part of a larger project social care futures is delivering on behalf of the Department for Health and Social Care) the team aimed to get to ten focus groups. In the end, given the interest, the team managed to attend 14 – the team included two people with a lived experience (the co-chair of our making it real group and one of our Learning Disability and Autism champions, who is a parent carer of an autistic son) who have helped ensure that every element of the project has been coproduced. This was important and has meant the project is not just council led.
- 1.13 The project has opted for a mixed methodology and so alongside the focus groups, an online survey was also published on Citizen Space. This was open for around 6 weeks during May and early June and a total of seventy-six people from across different groups (the vast majority of respondents being people with care and support needs and those who care in an unpaid capacity) responded.
- 1.14 The focus groups and the survey have sought to understand what is working well in Leicester, what is not working so well and what is important to people in the future across the different themes of wellbeing and independence, information, advice and guidance and active and supportive communities. In total (and recognising that the term 'data' refers to the voices of people) over six hundred pieces of 'data' were collected. This gives a rich and insightful picture into the things people value about their communities, where there are issues and challenges and what they hope for in the future.

- 1.15 Following the engagement phase – the next step was to bring people (representative of who we had spoken to at the focus groups) together in two in-person events. Over two days at the beginning of July around forty people came together, representative of our diverse communities in Leicester, to listen to the experiences of unpaid carers and people who currently draw on, or who may in the future need care and support to help them to live well. These events provided an important opportunity to hear all of the feedback and to consider some early actions based on what people had told us.
- 1.16 The events provided a compelling overview of the themes people valued – this included their local amenities, practical support, NHS services, cheap and accessible transport.



- 1.17 What they felt was challenging or not working well – for instance they felt frustrated by processes taking too long, getting a GP appointment or a job, understanding benefits and their entitlements, crime and antisocial behaviour and feeling listened to.



- 1.20 Finally four ideas were chosen to take forward and action plans were agreed. Those four actions plans are:
- Information and Advice festival
 - Multi-disciplinary meetings/drop ins in community settings.
 - Upskilling community leaders to work collaboratively with community and council.
 - Local Area Co-ordinators (people checking in) / Street champions who knock on doors to invite people to activities and groups.
- 1.21 The next steps will be for the project team to work together with our voluntary and community providers, teams across the council, people, and their carers to make the four action plans a reality (each plan has a responsible owner). We will reconvene in an online session in a few weeks' time to see where we have got to with the actions plans agreed.
- 1.22 Longer term, further work is planned to look at the rest of the extensive data collected and to work with people, our teams, and our providers to coproduce a preventative strategy for Leicester. A more comprehensive report will be brought through our governance to seek agreement for that strategy, including the approach, the ownership, and the timeline to publishing it.
- 1.23 It is worth noting, that whilst commissioners within adult social care will take responsibility for co-producing and delivering a strategy – support will be needed from other teams and our voluntary sector to meet the needs of our citizens in Leicester. A co-owned/coproduced strategy will help ensure we take every opportunity to better connect people to the vast range of initiatives offered across our departments, and our providers, in a coordinated and accessible way that goes far beyond what adult social care is able to achieve or provide on its own.
- 1.24 Work is also being done with our NHS colleagues around some of the issues and challenges shared with us – it was clear that access to GP appointments and waiting lists for planned care are causing anxiety and frustration for people. Whilst we were clear this was not directly within the gift of the council to resolve; we acknowledged our role in working with our NHS colleagues who

are able to respond to those concerns so that people feel they have been listened to.

- 1.25 Finally, we know the pandemic really highlighted some of the deep-rooted inequalities in our city, and to tackle those effectively, we need to work together as a council, with communities, with our partners and our voluntary and independent sector to really understand and address some of those inequalities we know exist. This project (and the strategy) offers an important opportunity to coordinate our efforts, supporting the aims of other key strategies, the work of our NHS and our statutory groups like our partnership boards and our health and wellbeing board. There is also a real opportunity to build on the willingness that exists within our voluntary sector who are best placed to support and deliver a preventative approach for Leicester.

5. Supporting Documents

Leading Better Lives Presentation



Leading Better Lives
slides Scrutiny.pptx

6. Financial, Legal, and other implications

Financial implications

At this stage, this report is more about a strategy to set up appropriate joint arrangements and co-production initiatives working across Council departments and external stakeholders, inclusive of the voluntary sector.

The activities/actions in themselves will not incur significant costs. Moreover, costs are likely to reflect incidental costs associated with the administration/facilitation of joint working agendas, room hire for meetings and where appropriate minor subsistence or remuneration for external project participants who contribute to these agendas.

Should this work lead to solution proposals that would require further funding considerations, appropriate approval would be sought in order to secure any necessary funding to meet such costs.

Matt Cooper – Business Manager (finance), Ext 37-2145

Legal implications

The report provides a useful update to ASC Scrutiny Members on the work carried out to date in developing an early action strategy for Adult Social Care. In particular it

contains a summary of the outcomes of the in two Making it Real events approval for which was previously sought in the report to the Commission in October 2023.

As formerly set out if any of the ongoing activities involve payment to third parties, advice should be sought from Procurement and Legal Services to ensure that any such arrangements comply with the Public Contracts Regulations 2015 (or going forward the Procurement Act 2023) and the Council's own Contract Procedure Rules. Even absent any formal tendering or payment, it is worth considering whether formal joint working arrangements are required with any third-party organisations to whom LCC wish to collaborate. Legal Services will be able to support any such requirements.

Save for the above, there do not appear to be any adverse or other legal implications of this report.

Emma Young
Qualified Lawyer
Commercial, Property and Planning
6 August 2024

Climate Emergency implications

There are no climate emergency implications directly associated with this report.

However, more broadly, as service delivery generally contributes to the council's own carbon emissions through activities such as staff travel and the use of office accommodation, a greater emphasis on a preventative approach might reduce emissions caused by service delivery – or at least prevent them from going up due to increased demand for services. The approach being explored through this project could potentially consider opportunities to deliver climate-related benefits through improved co-working and referral processes. For example, this could include support for service users to access services around areas such as fuel poverty and active travel.

Duncan Bell, Change Manager (Climate Emergency), Ext 37 2249

Equalities implications

When making decisions, the Council must comply with the Public Sector Equality Duty (PSED) (Equality Act 2010) by paying due regard, when carrying out their functions, to the need to eliminate unlawful discrimination, advance equality of opportunity and foster good relations between people who share a 'protected characteristic' and those who do not. In doing so, the council must consider the possible impact on those who are likely to be affected by the recommendation and their protected characteristics.

Protected groups under the Equality Act 2010 are age, disability, gender re-assignment, pregnancy/maternity, marriage and civil partnership, race, religion or belief, sex, and sexual orientation.

The report provides a summary of the work being done by the newly established 'Leading Better Lives' project team and how this project could help build the foundations for a prevention and community wellbeing strategy that could ultimately help carers and people with care and support needs lead better lives, living as independently as possible, live safely and have a voice in coordinating their care. People will be from across a range of protected characteristics. The project work also ties in well with other work underway within Adult Social Care, such as the strength-based ways of working, which help to improve outcomes for users of our services.

In developing an early action strategy for Adult Social Care and to fully explore the likely impacts across all protected characteristics, it is recommended an Equality Impact Assessment (EIA), is carried out, taking into account the range of information included in the report, in addition to findings from consultation and engagement and any other relevant evidence. Carrying out an EIA is an iterative process, which should be revisited throughout the decision-making process and updated to reflect any feedback/changes due to consultation as appropriate. The EIA findings should be shared with decision makers, throughout the process, in order to inform their considerations and used as a tool to aid consideration around whether we are meeting the aims of the PSED, and to further inform the work being progressed.

It is important that any consultation is accessible and meaningful. It is also recommended that equality monitoring is undertaken as part of the consultation, in order that the equalities implications, including peoples' views with regards how the proposals are likely to affect them, can be fully explored by protected characteristics.

Equalities Officer, Surinder Singh, Ext 37 4148