

Adult Social Care Scrutiny Commission

Adult Social Care Strategic Priorities for 2016/17

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Leicester
City Council

Useful information

- Ward(s) affected: All
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- Report version: 1

1. Summary

- 1.1 This report presents an overview of the Strategic Priorities developed for Adult Social Care for the year 2016/17.
- 1.2 The report explains what each of the Strategic Priorities mean to those who use Adult Social Care services and how the Department will support their delivery in 2016/17.

2. Recommendations

- 2.1 The Adult Social Care Scrutiny Commission are recommended to note the contents of this report and feedback on any further information the Commission would like to receive over the year 2016/17 on the implementation of these Strategic Priorities.

3. Report

3.1 Background

- 3.1.1 The Department established a set of Strategic Priorities for 2015/16. Eleven Strategic Priorities were identified as follows:
 - To implement the Care Act and prepare for further changes due to funding reforms
 - To manage within the resources available to us, by focussing on prevention, supporting people to access community and universal services and reducing demand for statutory services
 - To reconfigure our staffing structures, to support an improved user experience and to support staff to be productive and to deliver high quality social work services
 - To improve performance management and financial management, ensuring managers have the necessary tools to be held to, and hold their staff to account
 - To integrate services for those young people in transition to adulthood / adult services
 - To review commissioned services, ensuring that the range, quality and focus of services is able to match eligible need and our preventative responsibilities
 - To support integration by aligning and co-locating some services with health partners
 - To reduce a reliance on residential care, so that older people can remain in a home of

- their own and to ensure younger adults have the opportunity for ordinary lives
- To review packages of care and ensure support plans are focussed on reducing dependency
- To implement an enablement model of support, to promote the independence of people with a range of needs but particularly mental health / learning disability
- To train and develop our staff so that they are enabled to meet our priorities and deliver the practice / demonstrate the values that underpin our purpose

3.1.2 These priorities were included in the Local Account published in mid 2015-16. The Local Account sets out every year how we have performed against our own priorities, plans and targets. It is not compulsory for the Council to publish a Local Account but is encouraged by the Department of Health as good practice in communicating to the wider community about what adult social care does, what it achieves and how well it is performing.

3.1.3 Our performance in delivering against the Strategic Priorities for 2015/16 will be reported in the next Local Account to be published at the end of summer 2016. This Local Account will be reported to a future Adult Social Care Scrutiny Commission.

3.2 Strategic Priorities for 2016/17

3.2.1 In developing the Strategic Priorities for 2016/17 a number of factors were influential in directing what areas were critical for the continued focus in the new performance year. These were:

- either for continuity or further development to continue with work which was delivered under a Strategic Priority in 2015/16;
- to ensure that the Strategic Priorities were predominately focused on adding 'customer value' rather than setting out improvements to internal business processes (which could be delivered through managerial improvement plans within the Department);
- driving innovation, service improvement and delivering fundamental changes in the nature of services available to support people.

In using these broad criteria above a set of six Strategic Priorities were established for this year. These are:

- 1) Improve the experience for our customers of both our own interventions and the services we commission to support them
- 2) Implement a preventative and enablement model of support, to promote wellbeing, self-care and independence and recovery into an 'ordinary life'
- 3) Improve the opportunities for those of working age to live independently in a home of their own and reduce our reliance on the use of residential care, particularly for people with learning disabilities or mental health support needs
- 4) Improve our offer to older people supporting more of them to remain at home and to continue to reduce our reliance on the use of residential care
- 5) Improve the work with children's social care, education (SEN) and health partners to continue to improve our support for young people with care and support needs and their

families in transition into adulthood

- 6) Continue to develop our understanding of the benefit to our customers of what we do, and to learn from this information so as to improve and innovate

3.3 Reasons for the Identified Priorities

- 3.3.1 Strategic Priority (1): Adult Social Care aims to improve the lives of some of our most vulnerable individuals in our community who may require support and care either as a result of poor health, social and family factors or vulnerability to potential abuse. In doing this we aim to improve the quality of people's lives in conjunction with the individual, their families and other professionals. Ensuring that our interventions (e.g. undertaking an assessment, setting up care) are done well and people feel that these are positive experiences are very important to us and our customers. Ensuring that the quality of the services (e.g. home based care) that people receive are consistent, good and help them live their lives safely is also important. The national Adult Social Care Outcomes Framework (ASCOF) indicators are a measure of both how effective we are and on how people who use our services feel about what we do. The position of Leicester in terms of the ASCOF outcomes has been previously reported to Scrutiny Commission (November 2015). Based on the ASCOF indicators there are areas of our effectiveness and people's perceptions of the impact of our services that we can improve upon. In this year we will seek to better understand the impact of our services. We will use customer feedback to challenge ourselves, to reshape services and to monitor the benefits that our services bring to people's lives. Therefore we will aim to constantly improve what we do and the services we provide. This is what Strategic Priority (1) sets out. It is about continuous improvement based on understanding from feedback from customers about how effective we are and the benefits to their lives from the services we provide. It is closely linked to Strategic Priority (6) – see below in paragraph 3.3.6.
- 3.3.2 Strategic Priority (2): The Care Act brought the wider concept of 'wellbeing' into the core of Adult Social Care activity. It increases the challenge of placing prevention and promoting independence at the heart of all our interactions with people and the services we provide. Our approach in terms of supporting people of working age, (either with a learning disability or mental health needs) has not been one predominately focused on prevention and enabling self-care. As part of our recent Organisational Review of the structure of the Department we have created a new Enablement Service which went 'live' on 01 April 2016. The Enablement Service will aim to work with adults of working age with potentially eligible care and support to assist them in maximising their self-care and independence skills. We want to support people to be less reliant on the use of residential care within these two customer groups. We will work to offer a more community based, independent living model of support, in peoples own homes, or offer an 'own home' alternative to current residential care. Likewise we want to be able to assist working age adults with learning disabilities and mental health support needs to not only rely less on statutory, structured care and support but to live 'ordinary lives'. This will aim to support and encourage their aspirations to be able to work; to be active citizens in society; to contribute and not been seen to be only dependant and without ability, strengths and value within society. This approach supports the service model of recovery: enabling people to regain lost skills, regain their independence and to retake control of their own lives. We will work with people to learn new self-care skills and through being active citizens in the community to engage in support networks locally.
- 3.3.3 Strategic Priority (3): this is linked to Strategic Priority (2) and aims to reduce reliance on residential care as the accommodation type made available to working age adults with learning disabilities or mental health support needs. We will aim to work with people to live in supported

accommodation or community housing with a care and support package. This will support people to gain legal rights as a tenant rather than having a licence or contract to reside as they would have in a residential home. It will support them in having more control over their day to day living environment and how they choose to live their lives within their own home.

3.3.4 Strategic Priority (4): We have been increasingly successful in improving the numbers of older people we support to continue to live at home after a major health crisis, admission to hospital or other significant changes in their social care needs. We have over the last few years steadily reduced our use of residential care placements for older people. In setting out Strategic Priority (4) we continue to commit to supporting older people to remain at home. This is whether it comes from:

- returning home (with a short, intensive care package) as quickly and safely as possible from a hospital admission without having to temporarily be admitted to residential care or;
- enabling them to continue to self-care, adapt their day to day life, or maximise new community and structured support to live at home rather than be faced with the only option being admission to long term residential care.

In taking this approach we will work positively with individuals and families to minimise risks and to ensure that they are safe, able to make informed choices and have a quality of life that supports their wellbeing.

3.3.5 Strategic Priority (5): The transition for children with a disability who may have ongoing care and support needs into adulthood is a critical period in life. It impacts in terms of the life chances and quality of life for the child as they become an adult. We have improved on our approach to this work in conjunction with our colleagues in Children's Services, Education and health. However there are still significant potential improvements that can be made in this area. We will in this year work to develop and implement effective joined up planning for care, education and health at the point of transition into adulthood. We will also work to improve the pre-transition discussion with young people 16+, their parents and families in preparation for adulthood and the potential move into adult support networks. We will be aiming to work more closely with young people, parents and families to consider longer term 'life planning' not just transition planning. This will support young people wherever possible to plan for future work; active citizenship, further education; independent living in their own accommodation; and other important parts of living an 'ordinary life' that we all aspire too.

3.3.6 Strategic Priority (6): The department is changing what it does, what services it delivers and how it responds to meet the ever changing needs of the population and changes in care and support needs. This will have an impact on what our customers experience in the way that our services operate, what they offer and what we provide to people. We need to actively focus on learning from the changes we are going through. Monitoring, getting feedback from customers and analysing the impact of changes will support our learning as an organisation. We will use this learning to improve, to inform future developments and to innovate. We will clearly set out 'what good looks like', how we measure this and whether we are being or have been successful in achieving our Strategic Priorities, targets and improved outcomes for our customers. The fundamental test is to ensure that all of what we do brings value and benefit to the customer. We will seek to support and develop our systems and ways of working that achieve this and replicate this good practice as widely as possible. Where we identify the need to improve or change, we will do this in a timely, sustainable and responsive manner.

4. Financial, legal and other implications

4.1 Financial implications

The strategic priorities listed in this report are set against a back-drop of significant financial pressure on the Adult Social Care budget. The budget for 2016/17 has been increased by £14m to £103m in order to deal with the costs of the National Living Wage and increasing demand. Future financial projections show the increase in costs rising to £21m by 2019/20 net of savings. The increase in costs reflects the rise in the National Living Wage from £7.20 to £9.35 by 2019.

The priorities included in this report reflect the means by which demand for long term social care will be reduced. In particular the emphasis on enablement and independence with less use of residential care will reduce costs over time. This will come from tackling both existing and new service users.

Martin Judson, Head of Finance Adults and Children's Services, Tel. 4544101

4.2 Legal implications

This report sets out a proposed set of priorities in respect of Adult Social Care services for 2016/17. These have been formulated taking into account the statutory and non-statutory provisions of the Care Act 2014 and detail how the department seeks to imbed change within its working practices and culture to ensure that such duties are met going forward. Legal advice should be sought as and when required as such priorities are developed.

Pretty Patel, Head of Law, Social Care & Safeguarding, Tel 0116 454 1457.

4.3 Climate Change and Carbon Reduction implications

The Council has two key indicators to monitor its progress in climate change mitigation; a target to halve city-wide carbon emissions and a target to halve its operational carbon footprint. As of November 2015, emissions from housing services, including Supported Living, are now included within the council's operational carbon footprint. This includes energy used in communal heating, and electricity use in communal areas in those properties.

Strategic priorities 2, 3 and 4 have a focus on increasing support for different customer groups to reduce reliance on residential care. The overall effect of this on the council's footprint might be to increase the provision of independent living schemes, which are now included in our footprint calculations. Therefore in identifying additional provision, ASC should be mindful of the benefits, to service users as well as the environment, of providing housing which meets a decent standard of energy efficiency. ASC should also consider providing tenants with advice on how to reduce their energy usage, energy saving advice could be provided by the council's Green Your Routine team (energy.management@leicester.gov.uk). The development of a supported living directory which will promptly notify staff of voids will allow existing accommodation to be used more efficiently.

Louise Buckley, Senior Environmental Consultant, 37 2293

4.4 Equalities Implications

Given the nature of Adult Social Care services, equalities and human rights principles underpin their consideration. The outcomes sought within the equalities measurement framework promoted by the Equality and Human Rights Commission (which include health; identity, expression and self-respect; participation, influence and voice; and individual, family and social life) and the principles of fairness, respect and dignity promoted by the Human Rights Act, reflect the quality of life for service users the service sets out to achieve in the strategic priorities presented for 2016/17. In addition to these principles, the operating framework for the service needs to take into account the diversity of service users, as experience has shown that different protected characteristics can give rise to specific types of discrimination, result in inequality of opportunity and as a result, adversely impact our social interaction. We have a duty to pay due regard to these potential implications arising from people's different protected characteristics as set out in our Public Sector Equality Duty within the Equality Act 2010.

Irene Kszyk, Corporate Equalities Lead, ext. 37 4147

4.5 Other Implications (You will need to have considered other implications in preparing this report. Please indicate which ones apply?)

5. **Background information and other papers:**

Adult Social Care – Performance Overview: 3rd November 2015, ASC Scrutiny Commission

6. **Summary of appendices:**

None