

**Report of: Director of Adults and Health**

**Report to Executive Board**

**Date: 15 November 2017**

**Subject: Refresh of the *Better Lives* strategy**

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for Call-In?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

**Summary of main issues**

1. The purpose of this report is to present Executive Board with a refreshed and updated *Better Lives* strategy for the period 2017-2021 for its consideration and endorsement.
2. The *Better Lives* strategy is the Council's strategy for people with care and support needs and reflects the collective endeavour of all the council's functions to this strategic aim. The *Better Lives* strategy was first produced in 2011 as part of the Local Account. Since then the council has refreshed the Best Council Plan and the Health and Well-being Strategy. The Care Act 2014 also came into force in 2015 which lays down new duties for the Council.
3. Consultation has taken place on the strategy with broad support for its aspirations, the three main themes and action plan. A "Plan on a Page" has been added to the strategy.
4. The refreshed strategy proposes five key aspirations:
  - To promote well-being and increase personal and community resilience
  - To maximise recovery and promote independence so people can live independently in their own communities for as long as possible
  - Improve the quality of life for people with care and support needs
  - Provide choice and control for people who have care and support needs
  - Ensure value for money and the best use of the Leeds pound

5. This will be achieved by a range of actions delivered through three themed work-streams:

- *Better Lives* through better conversations
- *Better Lives* through better living
- *Better Lives* through better connections

### **Recommendations**

Executive Board is asked to:

1. Approve the refreshed *Better Lives* strategy and action plan 2017-2021
2. Note that the Director of Adults and Health is responsible for implementing these recommendations

## **1 Purpose of this report**

- 1.1 The purpose of this report is to present Executive Board with a refreshed and updated *Better Lives* strategy for its consideration and comment.

## **2 Background information**

- 2.1 The *Better Lives* strategy was written in 2011 as part of Leeds City Council's ambition that healthy living, social care and age-related care services work well together to make Leeds the best city for health and well-being. It is not the adult social care strategy but rather a whole Council strategy for people who have care and support needs. It was published as part of the Local Account – the directorate's annual report.
- 2.2 There has been considerable change over that time which has heralded a period of unprecedented austerity both for local government and the wider population, seen the introduction of the Care Act 2014, the creation of Health and Well-being Boards, a reconfiguration of much of the council's direct care services and a re-organisation of NHS services to put a greater emphasis on clinical leadership, commissioning for outcomes, reducing health inequalities and population health management in the commissioning of health services.
- 2.3 There are strong interconnections between this strategy and NHS strategies. The draft Leeds Health and Care Plan sets out the activity Leeds will undertake to transform health and care services, with the triple aim to:
- improve health and wellbeing,
  - improve the quality of the care we receive and the services we experience and
  - make our health and care system financially sustainable
- 2.5 There are four work streams: prevention, self-management and proactive care, urgent care and optimising the use of secondary care resources. All are underpinned by a principle of ensuring flow across the whole system, and rebalancing the conversation with citizens to promote self-care and high quality services.
- 2.6 There are also strong links with the Health and Well-being Strategy and a number of breakthrough projects (with the Age Friendly Leeds and tackling Health Inequalities being the main ones) as part of the Best Council Plan, which include *Better Lives* as one of its 2017/18 priorities.
- 2.7 It is therefore timely that the *Better Lives* strategy is updated and Executive Board is asked to approve the revised strategy which is attached as Appendix 1.

## **3 Main issues**

- 3.1 Leeds City Council has firmly declared its intention to be a compassionate city with a strong economy. People's expectations and aspiration for their lives are changing and this affects how we meet people's care and support needs. It is increasingly clear that our future is intertwined with other strategic partners as we seek to promote people's independence and safeguard people in Leeds.
- 3.2 Reducing funding, demographic pressures and a likely increase in demand for social care as a result of the Care Act 2014 are just some of the factors that have shaped this strategy and the framing of a new care and support offer. This offer proactively targets people who

may be at risk of requiring social care services in order to inform them about ways in which they can make themselves more resilient to any risk to their independence and improve their overall well-being.

- 3.3 The new care and support offer set out in this strategy seeks to ensure sustainable, fair and equitable service provision for local people which provides a better quality of life and is affordable now and in the longer term.
- 3.4 The proposed strategy seeks to focus our energy on what matters to people and acting swiftly to achieve it. We seek to build and harness the systems, relationships and resources to support people to live lives that are meaningful and uphold their dignity. We want to ensure that support is provided as close to home and family as possible. We want the first conversation someone has with us is not one that worries about whether or not they meet statutory eligibility criteria: rather our aim is to advise and support all people with a care and support need, making best use of all the city's resources.
- 3.5 Local Government has a place-shaping role and we must use this mandate to have new and different conversations with our citizens, our communities and our partners to ensure that Leeds can continue to survive and thrive in these unprecedented times. Collaborative leadership will be key in achieving our shared vision for our city and this is reflected in the strategy.
- 3.6 Executive Board approved the draft refresh to go out for consultation 8 February 2017. Leeds Involving People held a workshop to feed into the objectives of the draft from the perspective of people with care and support needs. Healthwatch has been involved through its participation in the Better Lives Board whose members have commented on and shaped the strategy presented to Executive Board.
- 3.7 It has been presented to Adult Social Care Community Champions, the Adults and Health Scrutiny Board and elected members on the Better Lives Board.
- 3.8 It has been to a range of partnership fora, for example the Mental Health Partnership Board, Leeds Older People's Forum, the Race Equality Forum and the Forum Central Leadership Group as well as Forum Central's full membership of 300 groups. Forum Central was formed in the summer of 2016 as the collective voice of health and care in Leeds comprising four main boards: Leeds Older People's Forum, the Physical and Sensory Impairment Network, Tenfold (learning disabilities and Volition (mental health)). Presentations on the draft strategy has been given at staff meetings too.
- 3.9 The Joint Consultative Committee meeting with trade unions has had an update at each meeting since the draft strategy went to Executive Board in February and they have recently received the revised strategy with a note about what has changed in light of people's feedback.
- 3.10 It has also been presented at the Provider Network which includes our major NHS providers, the GP federations and Third sector representatives. The "Better Conversations" theme has particularly in-depth promotion and consultation for example with Community Links, Leeds Social Prescribing Group, the primary care development groups for each CCG, Health coaching workshops and Chapeltown Mental Health Wrap Around group to name but a few.
- 3.11 Overall the feedback on the draft strategy has been very positive. "Better conversations" has real resonance with other asset-based approaches such as restorative practice in Children and Families services and health coaching in the NHS. "Better Living" has a strong emphasis on the key role that housing plays in supporting people's independence

and how we must go further faster with an ambitious extra care housing development programme. “Better Connections” is all about our interdependence as individual citizens with each other and with organisations across the city. We aim to be greater than the sum of our parts.

- 3.12 As a result of the feedback the strategy has now got an action plan under-pinning each of the three key themes which will be constantly updated. The number of performance indicators has been reduced but tailored more directly to the key outcomes. The emphasis on making better use of community and voluntary organisations capacity is acknowledged and care needs to be exercised that our Third Sector is properly resourced to meet the demand for its services. The recent additional investment in our Neighbourhood Networks is in recognition of that growing demand. It is also acknowledged that our Third Sector has a rich history in asset-based approaches.
- 3.13 Oversight of the strategy’s implementation has been the core business of the Better Lives Board which is chaired by a lead member and includes cross party membership as well as representation from our partner organisations and people with direct experience of care and support services. The Board has recently reviewed its terms of reference and has moved from being a delivery board to an assurance board. Board members particularly wanted to see a clear action plan around the three themes and each Better Lives Board meeting receives a written update on one of the three key themes. There is a rolling programme to report across the year on all three themes. The action plan stays as a live document and it is intended that new actions are added and completed actions taken off as the work progresses. This has strengthened the transparency and accountability of the strategy’s delivery.
- 3.14 An important part of the strategy is actually measuring the impact of the strategy and this is done through five “I statements”. We have used this approach across a number of strategies co-designed with Leeds citizens such as the Age Friendly strategy and the Mental Health strategy. The suggested “I statements” in the strategy are drawn from this previous work. There has been positive feedback from the consultation on the “I” statements.

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

- 4.1.1 The refreshed *Better Lives* strategy builds on on-going conversations we have with our citizens, partners, elected members and trade unions through the wide range of partnership boards and joint fora we have. A specific piece of work was led by Leeds Involving People with people with care and support needs which informed the section of the strategy on what a better life looks like.
- 4.1.2 In developing and engaging support for this strategy within the Council a series of engagement events have been held with Best Council Leadership Team (the Chief Officer Group). This has been followed up by further engaging with Directorate Leadership Teams to identify areas where joint approaches can be developed to meet the aims of the strategy. This report identifies a number of existing areas of joint working, together with further initiatives to explore going forward.
- 4.1.3 Section 3.6 -3.10 sets out what consultation has taken place with stakeholders and partners and 3.11 – 3.12 summarises what changes have been made in light of people’s feedback.

### **4.2 Equality and Diversity / Cohesion and Integration**

4.2.1 An equality impact screening has been undertaken and it has concluded that the strategy does not require a full impact assessment.

4.2.2 Where there are specific actions that are likely to have an impact, there will be specific Equality screenings and possibly full Impact Assessments.

### **4.3 Council policies and the Best Council Plan**

4.3.1 The draft refreshed *Better Lives* strategy supports the Council's strategic objective to be a compassionate city with a strong economy by setting out the council's strategic priorities for people with care and support needs. It directly supports the Best Council Plan *Better Lives* priority for 2017/18. It also is a key part of the delivering the vision of the Health and Well-being Strategy including such key elements as:

- An age friendly city where people age well
- Strong, engaged and well connected communities
- Housing and the environment enable all people to be healthy
- Maximise the benefits from information and technology
- Promote mental and physical equality
- A valued, well trained and supported workforce
- The best care, in the right place and the right time

4.3.2 The strategy also supports the Council's Breakthrough projects, notably Making Leeds the Best City to Grow Old In and Reducing Health Inequalities but the approach and the strategies ambitions can have a positive impact across all the projects.

### **4.4 Resources and value for money**

4.4.1 The Adults and Health Directorate has a net budget of £207m, achieved a balanced budget in 2016-17 and is on course to do the same this year however this has not been achieved without a programme of continuous transformation and reconfiguration of services. The proposals contained within this report aim not only to achieve increased customer satisfaction but to make best use of community assets thereby making care budgets for those with eligible social needs go further. Leeds has maintained its investment in preventative services, mostly delivered by the Third Sector, and careful monitoring of the impact of the strengths-based approach to social care on Third Sector services will be in place to ensure local services are not over-stretched.

4.4.2 The Care Quality Team will be funded out of the additional 1 % precept that councils have been given permission to levy.

### **4.5 Legal Implications, Access to Information and Call In**

4.5.1 The refresh of the *Better Lives* strategy helps deliver the new statutory principle of individual well-being that underpins the Care Act 2014. Local authorities (and their partners in health, housing, welfare and employment services) must take positive steps to prevent, reduce or delay the need for care and support for all local people.

### **4.6 Risk Management**

4.6.1 There are no specific significant risks contained within the report. Adult Social care core business is the identification and management of risk – whether it is someone's safety through safeguarding or risks to independence through the provision of appropriate advice, information, care and support. Legal advice has been sought in all changes to social work documentation and recording practice to ensure the Council remains Care Act compliant.

- 4.6.2 All the directorates' major transformation programmes follow project management methodology and have risk registers that are regularly reviewed and updated.

## **5 Conclusions**

- 5.1 Leeds has clearly set out its ambition to be a compassionate city with a strong economy. In light of this, the end of major service reviews and the introduction of the Care Act 2014 it is appropriate to refresh the *Better Lives* strategy which sets out the council's priorities for people with care and support needs. The strategy has taken a strong steer from the Health and Well-being Strategy, the Best Council Plan and is congruent with the restorative approach in Children and Families Services.

## **6 Recommendations**

Executive Board is asked to:

- 6.1 Approve the refreshed *Better Lives* strategy and action plan 2017-2021.
- 6.2 Note that the Director of Adults and Health is responsible for implementing these recommendations.

## **7 Background documents<sup>1</sup>**

*Nil*

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<sup>1</sup> The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.