

Better Lives
strategy
2017 - 2021

What is the *Better Lives* strategy?

The *Better Lives* strategy is Leeds City Council's strategy for people with care and support needs. We first produced a strategy in 2011 and it needed to be updated.

Our strategy doesn't talk about everything we do. It focuses on what we think are the most important things we need to improve on.

It helps us deliver the Council's overarching Health and Well-being strategy which aims for Leeds to be:

"A healthy and caring city for all ages, where people who are the poorest improve their health the fastest"

Our purpose:

The ambition of the *Better Lives* strategy is:

"To ensure that people with care and support needs are able to have a fulfilling life"

Our five key aims:

- 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
- To improve the quality of life for people with care and support needs
- To provide choice and control for people who have care and support needs
- To ensure value for money and the best use of the Leeds pound

Our guiding principles:

The Better Lives strategy is under-pinned by the following ten principles:

1. **Self-determination:** each person should be in control of their own life and, if they need help with decisions, those decisions are kept as close as possible to them.
2. **Direction:** each person should have their own path and sense of purpose to help give their life meaning and significance.
3. **Money:** each person should have enough money to live an independent life and are not unduly dependent upon others.
4. **Home:** each person should have a home that is their own, living with people that they really want to live with.
5. **Support:** each person should get support that helps them to live their own life and which is under their control.
6. **Independence:** People should have the opportunity to learn or re-gain the skills to be as independent as possible
7. **Community Life:** each person should be able to fully participate in and contribute to their community.
8. **Rights:** each person should have their legal and civil rights respected and be able to take action if they are not.
9. **Responsibilities:** each person should exercise responsibility in their own lives and be able to make a contribution to their community.
10. **Assurance:** people should have confidence in the quality of the services the Council commissions or provides directly itself.

Our key commitments to you

We need to build on the approach we embarked on in 2011. Set out below are what we believe should be our **key commitments** to citizens for a reformed care and support system:

- We will listen carefully to understand what makes a good life for you
- We will communicate clearly and in a way that works best for you
- We will listen to, and value, what you, your family, your friends and your community say
- The focus of our intervention will be to facilitate solutions
- We will work with you at a pace that is right for you
- We will actively engage with our local communities, support networks and partners to develop alternative solutions for people
- You will only have to tell your story once and we will make sure our systems and procedures support that
- We will ask your permission upfront to share information to help keep you safe and well
- We will empower our front-line staff to design different solutions with you
- You will not unnecessarily go into long term care and will have time to make informed decisions about your care and support options

- Keeping you safe is paramount: and we will work collaboratively with you and other agencies to manage risk appropriately
- We will work equitably within our resources
- We will actively work with our partners to remove barriers to delivering our services

Our approach needs to operate at four levels:

At individual practice level: working in a different way to help individuals and their families find solutions that build on their strengths and assets

At the service level: building flexible, empowering and responsive services that are delivered in new and innovative ways

At the community level: building and harnessing the strength of resilient individuals, families and communities

At whole systems level: recognising that part of the solution to our challenge rests in collaborative working with our colleagues in the wider public, Third and private sectors. We need to engineer a win-win solution across health and social care to manage demand pressures and to keep people safe and well.

What does success look like: what is a good life?

We have worked with people with care and support needs, carers, partners and staff to build a picture of what the constituent parts of a good life are and this is what people have said:

- Having somewhere decent to live
- Having friends and people who love you in your life
- Having enough money to make choices
- Exercising control over your life
- Living as independently as possible
- Feeling safe
- Participating in society as a contributing citizen
- Enjoying the best quality of life irrespective of frailty and/ or disability
- Having aspirations and hope
- Having fun!

We will judge our success on the following “I” outcome statements which is what we hope people with care and support needs could say about their lives:

Outcome One: *I have access to information and support to live the life I choose for myself*

Outcome Two: *I am able to build on my personal strengths and realise the opportunities that exist within my community to lead a fulfilling, health and active life.*

Outcome Three: *I feel in control of my life and feel safe and as well as possible*

Outcome Four: *I have choice about where I live and who I live with*

Outcome Five: *I have confidence in the people and organisations that provide me with support*

So what are our new priorities?

It is proposed that the refreshed *Better Lives* strategy reframes its purpose around three key themes:

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

Set out below is our action plan for each of the key themes.

Better Lives Action Plan

<i>Better Conversations</i>	
Priority	Task
1. Adopt a strengths-based approach to social work	Changing our conversations with customers to be about “What matters to them” rather than “what’s the matter with them”
	Train all staff, including customer services operators, in the approach
	Set up “Talking Points” - pop-up sessions with social workers in community settings across the city
	Build up community knowledge and make greater use of the Leeds Directory and “Through the Maze” in social work practice
2. Reduce bureaucracy for social workers	Review all documentation and processes to free up time for more face to face work with customers
3. Improve our response when some is in urgent need	Roll out the Rapid Response Team approach which “holds” people for 72 hours, has reduced backlogs and provides more professional support at initial contact point in the customer journey
4. Evaluate the impact of this approach	Work with the Behavioural Insight Team to evaluate the impact of the strengths-based approach at initial contact
	Participate in the National Development Team for Inclusion evaluation as one of 10 local authorities adopting this approach
	Work with people with care and support needs and carers to evaluate the impact of this approach

Better Living	
Priority	Task
1. Extend the housing offer for older people	Develop more extra care schemes using a mixture of council resources and council influence in the market
	Extend the Homeshare service
2. Improve access to appropriate housing for working age adults with care and support needs	Working with the Housing department and Registered Social Landlords to improve access to housing including influencing new developments and bespoke schemes based on the principle of "ordinary lives"
	Work with technology companies to include the next generation of assistive technology into housing
3. Maximise the role of prevention	Continue to invest in a range of Third Sector services in both preventative and direct care
	Recommission and increase investment in the Neighbourhood Networks
3. Maximise the use of technology to improve people's lives	Continue to develop applications and "The Internet of Things" to improve people's safe, well-being and connectedness
	Complete Phase 2 of Assisted Living Leeds development
4. Support carers	Continue to support Carers Leeds and ensure that Carers are supported through a strengths-based approach
	Undertake a strategic review of short break services
5. Improve take up of Direct Payments and Individual	Review and improve the current paperwork and process for Direct Payments and Individual Service Funds with an expert-by-experience

Services	group
	Develop the Personal Assistant workforce
6. Promote the financial inclusion of people with care and support needs	Continue to work with Leeds Benefit Service to offer a full benefits check
	Promote the Leeds Money Information Service to people with care and support needs
	Continue investment in employment support
	Continue to offer work tasters in Adult Social Care services
7. Develop in-house services	Develop Leeds Recovery Service as an integrated service offering assistive technology, short-term support in the home and recovery beds
	Expand the in-house <i>Shared Lives</i> services to increase the number of carers and therefore services
8. Improve the quality of externally commissioned services	Develop a "One City" approach to quality with the NHS
	Set up the Quality in Care team which will work with the care home sector in the first instance to improve and sustain the quality of care
	Set up a Leadership Academy for registered managers to ensure services are well-led

Better Connections	
Priority	Task
1. Collaborate where working together will improve services	Continue to develop our 13 Integrated Neighbourhood Teams, particularly engaging with primary care services as the NHS develops an accountable care system in Leeds
	Work closely with the Communities and Environment Directorate in the roll out of a strength-based approach to social care including asset mapping and asset-based community development
2. Continue to work with other council directorates and partners to improve the lives of people with care and support needs	Working with colleagues in the Housing department, a range of initiatives are being developed including the promotion of links to Tennant forums, Housing Advisory Panels and the significant community assets already developed by these groups.
	Work with the Parks and Countryside Service to develop design principles for Parks to ensure accessibility for older people.
	Building upon the strong working relationships that the Council has developed with the Police Service to support Safeguarding, Domestic Violence and Community Safety, we aim to work more closely with them to reduce incidence, impact and fear of crime experienced by vulnerable people, particularly by older people. We also aim to work with the Police Service to more effectively support people with dementia to be returned home safely should the need arise.

	<p>Make the most of Leeds Academic Health Partnership, make sure that innovation and learning are closely linked so we build on an evidence base of works well and makes a positive impact on people's lives.</p>
	<p>Leeds City Council has endeavoured to be more enterprising and has encouraged enterprise to be more civic with businesses, both large and small, making a significant contribution to improving the lives of local people through generous corporate social responsibility. We want to build on this, particularly by strengthening links with businesses at a locality level.</p>

What we want to achieve

5 KEY AIMS

1. Promote well-being and personal and community resilience
2. Maximise recovery and promote independence so people can live independently in their own communities for as long as possible
3. Improve the quality of life for people with care and support needs
4. Provide choice and control for people who have care and support needs
5. Ensure value for money and the best use of the Leeds £

5 OUTCOMES

- "I have access to information and support to live the life I choose for myself"
- "I am able to build on my personal strengths and realise the opportunities that exist within my community to lead a fulfilling, healthy and active life"
- "I am in control of my life and feel safe and as well as possible"
- "I can choose where I live and who I live with"
- "I have confidence in the people and organisations who provide me with support"

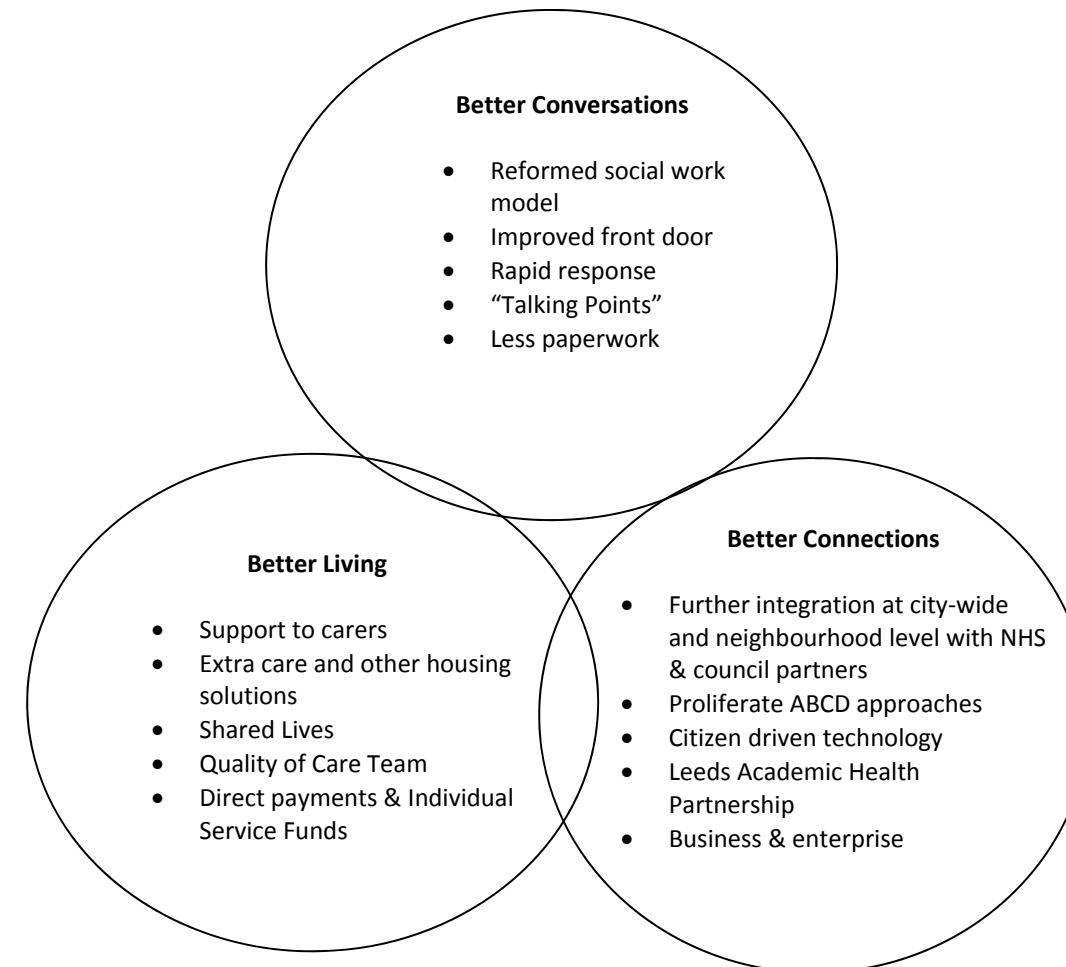
9 PRIORITIES

1. To work with people with care and support needs in a way that builds on their strengths and those of their family, friends and communities through a transformed model of social work and social care
2. To stimulate and harness community assets
3. To enable family carers to remain well, active and energised in their caring role with access to a range of short breaks
4. To increase the opportunities for people to recover and maximise their independence thereby reducing the number of people admitted to permanent care
5. To promote a range of models of care and support to increase the number of people choosing direct payments
6. To increase the amount of Extra Care housing and other models of Accommodation – with - support to reduce the number of people needing a care home placement
7. To support and develop social care providers and the social care market within the city to provide high quality services
8. To work with our partners in an integrated way to improve the health and wellbeing of people within the City
9. To reduce inequalities in health and well-being and to ensure equality of access to social care services

Health and Wellbeing strategy: *Leeds will be a healthy and caring city for all ages. Where people who are the poorest improve their health the fastest*

Vision of the Better Lives strategy: *To ensure that people with care and support needs are able to have a fulfilling life*

How we'll do it



A clear budget strategy:

- Meeting people's needs
- Helping people to help themselves
- Those who can afford it make a contribution

How we'll know if we've made a difference

Better Conversations

1. % of new referrals for social care which were resolved at initial point of contact or through accessing universal services
2. % of adult social care assessments completed in the month within 28 days (all assessments)
3. Numbers / % of carers using social care who receive self-directed support as a direct payment

Better Connections

4. The ratio of people who receive community-based support vs people who are supported in care homes
5. The number of people completing a re-ablement service
6. Delayed discharges from hospital due to social care (per 100,000 population)

Better Living

7. The % of CQC registered care services in Leeds rated as "good" or outstanding"
8. % of people who use social care who receive self-directed support as a direct payment (including mixed budgets)
9. Number of permanent admissions to residential and nursing care homes for people aged 18-64 including 12 week disregards
10. Number of permanent admissions to residential and nursing homes people aged 65+ including 12 week disregards
11. Number of new units of extra care housing

Safeguarding

12. The percentage of people with a concluded safeguarding enquiry for whom their outcomes were fully or partially met

Finance

13. Forecast expenditure of Directorate