

Better Lives Strategy 2022 to 2027 Update Report

Date: 15th March 2022

Report of: Director of Adults & Health

Report to: Adults, Health and Active Lifestyles Scrutiny Board

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

What is this report about?

Including how it contributes to the city's and council's ambitions

- This report provides an update to the Adults, Health and Active Lifestyles Scrutiny Board about the development of a new Better Lives Strategy, the Council's strategy for people with care and support needs. It includes the contribution of services across the Council to ensure people who draw on support have a good life.
- The report provides details of the engagement and research activities that have taken place, provides a draft of the proposed new strategy and details the proposed next steps for approval.
- The report seeks the input of Scrutiny Board Members ahead of submission of the new strategy and plan for approval at Leeds City Council's Executive Board in April 2022.

Recommendations

- a) Note the progress made to date in the development of a new Better Lives Strategy.
- b) Provide input on the draft Better Lives Strategy, ahead of submission for approval at LCC Executive Board in April 2022.

Why is the proposal being put forward?

1. In February, Leeds City Council approved the Best City Ambition for Leeds. The ambition sets out the three key pillars of Health and Wellbeing, Inclusive Growth and Zero Carbon delivered through the continued commitment to strength-based approaches, harnessing a contribution from everyone, and working across sectors with the citizen at the centre of activity.
2. While the Best City Ambition is the overall vision for the future in Leeds, further strategies and plans are required to develop the direction and detailed actions we will take as a city to get there. One such example is the Better Lives Strategy. This is Leeds City Council's strategy for people with care and support needs. It includes the contribution wider council services make to ensure people who draw on support have a good life. Work to produce an updated version of the strategy started in 2021.
3. This report provides an update on progress and consultation carried out to date and provides a draft of the proposed strategy for review and comment by members of this Scrutiny Board, ahead of submission for approval by Leeds City Council's Executive Board meeting in April 2022.

Progress Update

4. Engagement activities to help inform the development of the new strategy have been taking place throughout 2021, starting with discussions by the Better Lives Board about what they felt worked well, and what could be improved upon in relation to the existing strategy, and what they felt were important considerations for any new strategy. This included:
 - the need for a more fundamental overhaul of the strategy,
 - a broad scope that would build on strength-based approaches, looking at ways to strengthen connections in communities and across different services, enable choice, explore the potential of technology, and include prevention,
 - to be reflective of the context of the present time, such as the implications of the Covid-19 pandemic, the need to address growing health inequalities, and the importance of joined up services.
 - to anticipate future needs and future changes in legislation relating to Social Care Reform.
5. The Board agreed that a collaborative approach should be taken in the production of the strategy, to produce a strategy that is clear and accessible to all, and that is person centred.
6. Consultation and engagement activities took place from the summer of 2021 until February 2022 in two stages. The first stage used a questionnaire, workshops, and interviews to understand what mattered to people and what they felt were priorities for any new strategy. This used the 'Making it Real' framework developed by Think Local Act Personal (a national partnership committed to transforming health and care) to help people consider different elements of care and support and what contributes to a good life, well lived. Findings from

this stage helped to shape a vision for the strategy and identify key emerging themes and priorities. The vision is:

“We want every person in Leeds that needs care and support to live in the place they call home with the people and things they love, in communities that look out for one another, doing the things that matter most to them”.

7. The vision also reflects that of #SocialCareFutures, a growing movement of people with a shared commitment to bring about major positive change in social care.
8. In the second stage further workshops took place with stakeholders and with Elected Members to shape the priority actions needed to deliver the vision. Acknowledging that various factors make up a good life, conversations also took place across Council directorates to understand how other services will contribute to achieving the vision.



9. The key findings of the research and responses to the engagement activities were then analysed and used to draft the strategy. This sets out the approach we will take to delivering the vision through 6 priority areas, as well as the values and principles we will work to in delivery.
10. The proposed priority areas are: Better Information and Access, Good Housing, Tackling Poverty and Inequality, Using Digital Tools and Technology, Connected Communities and Keeping Well.

11. The draft Better Lives Strategy is available in *Appendix A: Draft Better Lives Strategy*. The next steps are to seek review and comments and the valued input of Scrutiny Board members ahead of submission to Executive Board in April 2022.

What impact will this proposal have?

Wards Affected:
Have ward members been consulted? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

12. The proposed new Better Lives Strategy will positively impact on people with care and support needs, their families, and carers and seek to improve the public health of all people living in the city. The strategy aims to deliver priority actions over the next 5 years that will contribute to people living good lives, with meaning, connection, and capability. The strategy has key priorities aimed at addressing inequalities and improving access to services and outcomes for people from BAME communities and those with other protected characteristics. Each action relates to transformational activity that will have its own EDCI Assessment process to understand any potential impacts and associated mitigating actions. Each action will also be subject to the Council's decision-making processes to ensure transparency and accountability as work progresses.

What consultation and engagement has taken place?

13. A variety of engagement activities have taken place to help shape the strategy. In September and October 2021 an online questionnaire was circulated to all stakeholders along with several virtual workshops. These were aimed at people that use care and support services, staff working to deliver care and support services, and providers of services. They asked what people thought of the existing strategy, how far they felt the Council had achieved its ambitions, what mattered to them, and what they would like to see in the new strategy.
14. The questions used were inspired by Making it Real, a framework developed by Think Local Act Personal. This is a national partnership of more than 50 organisations committed to transforming health and care through personalisation and community-based support. Making it Real sets out six key outcomes that focus on what matters to most people in terms of their care and support:
- Living the life I want, keeping safe and well
 - Having the information, I need, when I need it.
 - Keeping family, friends, and connections to my community
 - Having choice in my support, my own way
 - Staying in control when something changes
 - Feeling valued and supported by the people and organisations that provide care and support
- 15 Interviews with senior officers from Adults & Health and from other Council Directorates also took place, to better understand the links between the priorities of other areas of the Council and how they could contribute to the strategy, acknowledging that the range of

factors that people consider contributing to a good life, well lived, reaches beyond Adults & Health provision.

- 16 Learning from other recent consultations have also supplemented these activities including the Best City Ambition, Big Leeds Chat, Listening Project, Leeds Neighbourhood Network Evaluation, Workforce Race Equality Standard project, Care Delivery Service Covid Lessons Learned, State of Ageing in Leeds Report, Mental Health Strategy, and the Working Age Adults Strategy.
- 17 The findings from this first stage of engagement and research activity were used to develop the visions and key themes for the new strategy. Taking a steer from the Better Lives Board, a second stage of engagement activity then took place, focussing in on the factors that enable someone to lead a good life, and how the whole Council can support this.
- 18 The plan was to visit communities via Neighbourhood Networks and ABCD Pathfinders and attend events across the city. However, Covid Plan B measures meant online workshops were carried out as an alternative. Online workshops have also taken place with Elected Members; encouraging open discussion about what makes a good life, what the Council does well, what it could do better, and what the priorities should be.
- 19 The findings from all the engagement activities (listed in *Appendix B: Equality, Diversity, Cohesion, and Integration (EDCI) Screening Form*) have been used to develop the draft of the strategy. However, the intention is for the new strategy to become a “live” document that is regularly reviewed for progress to be considered, and easily updated. It is proposed that the strategy sets out the vision for aspiring to better lives, our values and approach, and the outcomes being sought. A Better Lives Action Plan will set out the priority actions the council will be taking to achieve these outcomes. The strategy and action plan will be hosted on Leeds.gov with links to supporting strategies and will feature case studies telling the story of how progress is being made.

What are the resource implications?

- 20 The development of the new strategy requires council officer time which is paid for out of the existing Adults & Health Service Transformation budget. Further costs will be incurred to develop the content of the strategy and action plan into the appropriate design and formats for communication, and for any marketing campaign associated with its launch. It is envisaged these will be paid for out of existing corporate communications budgets.

What are the legal implications?

- 21 Adults & Health have an obligation to meet the Council’s statutory duties under the Care Act 2014, and any associated legislation pertaining to people with care and support needs. In the development of the strategy, consideration has been given to ensuring the strategy and supporting action plan adhere to any current legislation and align to incoming legislative changes, for example, the requirements of the Social Care Reforms.

What are the key risks and how are they being managed?

22 The key risks in the development of the new Better Lives Strategy are:

- *The strategy is not adequately reflective of the views of the people of Leeds, due to Covid-19 Plan B measures affecting the ability to conduct “face to face” rather than online engagement activity and a suggested lack of engagement levels due to “online survey/workshop fatigue”.*

A range of engagement activities have taken place along with using supplementary research from various other local and national level consultations and reports into the state of health and care. The intention is also that the strategy and plan are living documents that can be easily updated and that further ongoing engagement activities will take place over the next 5 years to understand how well the Council is delivering against the vision. This will also provide further opportunity to engage with people and ensure the strategy is reflective and representative.

- *The new strategy and plan are not read or used.*

The intention is for the strategy and plan to be accessible to all, and easily shared through a variety of formats including on web pages to be hosted on Leeds.gov, with easy read version, and video with sign language along with a communications plan for launch and for ongoing engagement and update activity. The development approach has been one of collaboration and so the action plan will be clear to the Adult Social Care workforce how they are contributing to its delivery through their day-to-day work.

- *The actions are not delivered, and outcomes are not achieved.*

The strategy demonstrates the Council’s commitment to supporting people with care and support needs and their families / carers. It is aspirational within the context of the many well-known challenges facing health and social care nationally, but decisions will be made in consideration of the priorities within the plan, as these are what people told us matter most.

Does this proposal support the council’s 3 Key Pillars?

Inclusive Growth

Health and Wellbeing

Climate Emergency

23 In February, Leeds City Council approved the Best City Ambition for Leeds. The ambition sets out the three key pillars of Health and Wellbeing, Inclusive Growth and Zero Carbon delivered through the continued commitment to strength-based approaches, harnessing a contribution from everyone, and working across sectors with the citizen at the centre of activity.

24 While the Best City Ambition is the overall vision for the future in Leeds, further strategies and plans are required to develop the direction and detailed actions we will take as a city to get there. One such example is the Better Lives Strategy. The proposal for the Better Lives Strategy to be a live document that can easily be updated will ensure that it is aligned to the Best City Ambition and its three key pillars despite different timelines for their development, and Council officers involved in the development of the Best City Ambition are working collaboratively to ensure the Better Lives Strategy is aligned to the wider corporate view.

Options, timescales and measuring success

What other options were considered?

- 23 As outlined above, while the Best City Ambition is the overall vision for the future in Leeds, further strategies and plans are required to develop the direction and detailed actions we will take as a city to get there. The purpose of the Better Lives Strategy is to have one document, available to all, that clearly shows the Council's vision and how it is working towards that vision for people that need care and support. Without this, it would be harder for people living in Leeds to know what is happening in the city to support either themselves or their loved ones, now or in the future.

How will success be measured?

- 24 The intention is for the strategy and action plan to be live documents that are regularly reviewed and can easily be updated. The Better Lives Strategy is a whole Council strategy and an action plan will be developed to capture how a range of Council services will measure impact against the priorities. The Adult Social Care Outcomes Framework (ASCOF) provides an outcomes-based national framework for measuring performance of all local authorities. This provides us with a useful picture of how well we are supporting people with care and support needs.
- 25 Progress will also be monitored through the Better Lives Board. The Board brings together people who use social care and support services with decision makers, family carers and service providers to work together to create and oversee progress of the Better Lives Strategy. It is also intended that success will be measured in a qualitative as well as quantitative way, with case studies from people with care and support needs telling their stories

What is the timetable for implementation?

- 26 The new strategy and action plan content will be presented to LCC Executive Board in April 2022. Subject to approval, the strategy and action plan content will then be worked up into the appropriate design and formats, for example, web pages to be hosted on Leeds.gov, easy read version, and video with sign language along with a communications plan for launch. It is therefore envisaged the new strategy will be launched in the summer of 2022.

Appendices

- 27 Appendix A: Draft Better Lives Strategy 2022 – 2027
28 Appendix B: EDCI Screening Form

Background papers

- 29 None.