

Better Lives Strategy 2022 to 2027

Date: 20th April 2022

Report of: Director of Adults & Health

Report to: Leeds City Council Executive 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?

- This report asks Executive Board to approve the new Better Lives Strategy for 2022-27.
- 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 achieve our ambition. One such example is the Better Lives Strategy. This is Leeds City Council's strategy for people with care and support needs. This includes the contribution wider council services make to ensure people who draw on support have a good life.
- A range of research, consultation and analysis has been undertaken to understand what matters most to people and provide an evidence base to underpin the strategy. In addition to questionnaires, workshops, and qualitative interviews, wider research undertaken by the Council and partners including the Big Leeds Chat, has been considered.
- The proposed Better Lives Strategy is included in the report as Appendix 1. Subject to approval, the new strategy will launch in the summer of 2022.

Recommendations

- a) To approve the new Better Lives Strategy for 2022-2027.
- b) To note that the lead officer responsible for implementation is the Director of Adults & Health.

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. Since the publication of the previous Better Lives Strategy, significant progress has been made in numerous areas such as the delivery of a strengths-based model of social work, closer working with health partners, growth of the Asset Based Community Development Programme and investment in Extra Care Housing. The new Better Lives Strategy looks to build on what has been achieved.
3. The Better Lives Strategy is set in the context of today, reflecting the impact of the pandemic which saw the City respond to unprecedented challenges and communities supporting one another like never before. The focus on inequality and the wider social determinants of health connects the strategy to Leeds' commitment to be a Marmot City.
4. This report provides a summary of the consultation and engagement undertaken to inform the development of the new Better Lives Strategy 2022-2027.
5. The proposed Better Lives Strategy is included in the report as Appendix 1. Subject to approval the strategy will be launched in the summer of 2022.

Wards Affected:

Have ward members been consulted? Yes No

Wards Affected – All.

What impact will this proposal have?

6. The new Better Lives Strategy is aligned to the Best City Ambition and the Health and Wellbeing Strategy. It 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.
7. The Better Lives 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 Black, Asian and Minority Ethnic communities and those with other protected characteristics. Each action relates to transformational activity that will have its own Equality Diversity Cohesion and Inclusion 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.
8. An annual report will be produced to evidence progress against the strategy. This will show progress against the priorities both in terms of Key Performance Indicators and more qualitative feedback.

What consultation and engagement has taken place?

9. Considerable consultation and engagement activity has taken place to develop the Better Lives Strategy 2022-27. Engagement activities began with discussions with the Better Lives Board members 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.
10. The Board agreed that a collaborative approach should be taken to develop the strategy, to ensure that the strategy was clear, accessible to all and person centred.
11. Consultation and engagement activities took place from the summer of 2021 until February 2022 in two stages. The first stage involved questionnaires, workshops and interviews to engage with people that use our services, health and social care staff and providers of services to understand what mattered to people and what they felt were priorities for the new strategy.
12. The questions used within the first round of consultation 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
13. Interviews with a range of officers from across the Council were undertaken to better understand the links between strategic priorities and how different services could contribute to the Better Lives Strategy, acknowledging that the range of factors that people consider contributing to a good life, well lived, reaches beyond adult social care.
14. Learning from other recent consultations has also supplemented these activities including the Best City Ambition, Big Leeds Chat, the 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.

15. 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”.

16. The vision also reflects that of #SocialCareFuture, a social movement with a shared commitment to bring about major positive change in social care, shifting power to people and communities. #SocialCareFuture is taking action to: communicate a narrative for change to inspire the wider public; close the gap between the positive ambition of the Care Act 2014 and reality on the ground; develop practical solutions to progress the vision and build a social movement for change.
17. The second stage of consultation involved further workshops with stakeholders and with Elected Members to shape the priority actions needed to deliver the vision. Although in person workshops had been planned, Covid Plan B measures meant workshops had to be conducted online. Each workshop focussed on what makes a good life, what the Council does well, what it could do better and what the priorities should be.
18. 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 that will shape how we work.
19. The priority areas are:
- Better Information and Access
 - Good Housing
 - Tackling Poverty and Inequality
 - Using Digital Tools and Technology
 - Connected, Thriving Communities
 - Keeping well
20. The findings from all the engagement activities (listed in *Appendix 2: Equality, Diversity, Cohesion, and Integration (EDCI) Screening Form*) have been used to develop the strategy.
21. The intention is for the new strategy to be a “live” document with an action plan that is regularly reviewed and iteratively developed. The strategy will be hosted on Leeds.gov.uk with links to supporting strategies.

What are the resource implications?

- 22 The development of the new strategy requires council officer time which will continue to be resourced from the Service Transformation Team within Adults & Health. 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?

23 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 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?

24 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.*

A range of engagement activities have taken place and have been supplemented by research from various other local and national level consultations and reports. 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 opportunities to engage with people and ensure the strategy is reflective and representative.

- *The new strategy is not read or used.*

The intention is for the strategy to be accessible to all and easily shared through a variety of formats including on web pages to be hosted on Leeds.gov.uk with an easy read version. A communications plan for the launch and for ongoing engagement and update activity will be developed.

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

A clear action plan with key performance indicators will be developed. The Better Lives Board will oversee the development and delivery of the strategy and monitor progress. An annual report setting out what progress has been made will be produced.

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

Inclusive Growth

Health and Wellbeing

Zero Carbon

25 In February, the Council agreed 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.

26 The Better Lives Strategy is closely aligned to the Best City Ambition and supports the Council's 3 key pillars. The six priorities reflect the wider social determinants of health and specifically contribute to key areas of focus within the health and wellbeing pillar, namely access to support, enabling safe spaces for communities and delivering good homes. The strategy's priorities in relation to tackling poverty and inequality, utilising the potential of digital and technology, supporting communities to thrive support the inclusive growth pillar.

The priorities also support the zero-carbon pillar, specifically the focus on housing, affordable transport and the development of green spaces. The strategy will continue to develop over the next 5 years to reflect the development of the Council's 3 key pillars.

Options, timescales and measuring success

What other options were considered?

- 27 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 achieve our ambition. The purpose of the Better Lives Strategy is to specifically set out the Council's vision for people with care and support needs, our understanding of what matters most to people and our work to deliver on those priorities.
- 28 A refresh of the strategy was considered but discounted given the need for the strategy to reflect the current context and the priorities identified by the consultation and engagement activity. The Better Lives Board which sponsors the Better Lives Strategy was clear in its ambition for a new rather than refreshed strategy.

How will success be measured?

- 22 The performance of the Better Lives Strategy will be measured in a number of ways. For an overarching view, the Adult Social Care Outcomes Framework (ASCOF) provides a national framework for measuring performance of all local authorities, looking at four key areas of quality of life, prevention, satisfaction and safeguarding. This annual survey offers a useful picture of how well the Council is supporting people with care and support needs on a year by year basis.
- 23 In addition to ASCOF, the performance of the strategy can also be measured via a number of local measures on a regular basis:
- Percentage of referrals for social care resolved at initial point of contact or through accessing universal services:
 - Ratio of people who receive community-based support versus people who are supported in care homes.
 - People who are independent at the end of a period of support from re-ablement.
 - Proportion of Care Quality Commission registered care services in Leeds rated overall as good or outstanding.
 - The percentage of people with a concluded safeguarding enquiry for whom their outcomes were fully or partially met (overall number).
- 24 To represent the wider council contribution to delivery of the Better Lives vision, each of the priority areas within the strategy will be supplemented by an action plan. This will include the projects, initiatives, targets and key performance indicators from across the council that will contribute to the delivery of the strategy.

25 Both the ASCOF measures, local measures and action plan will be incorporated into a single dashboard view that will report to and be monitored by the Better Lives Board. The Board meets bi-monthly and 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.

26 An annual report will be published each year to demonstrate progress against the priority areas and ASCOF indicators referenced within the strategy.

What is the timetable for implementation?

27 Once the new strategy has been approved by Leeds City Council Executive Board in April 2022, the strategy content will then be worked up into the appropriate design and formats. For example, web pages will be hosted on Leeds.gov.uk, and an easy read version will be drawn up. It is therefore envisaged the new strategy will be launched in the summer of 2022.

Appendices

28 Appendix 1: Draft Better Lives Strategy 2022 – 2027

29 Appendix 2: EDCI Screening Form

Background papers

30 None.