

26 July 2021

Agenda Item: 5

**REPORT OF SERVICE DIRECTOR, INTEGRATED STRATEGIC
COMMISSIONING AND SERVICE IMPROVEMENT****ADULT SOCIAL CARE STRATEGY DEVELOPMENT****Purpose of the Report**

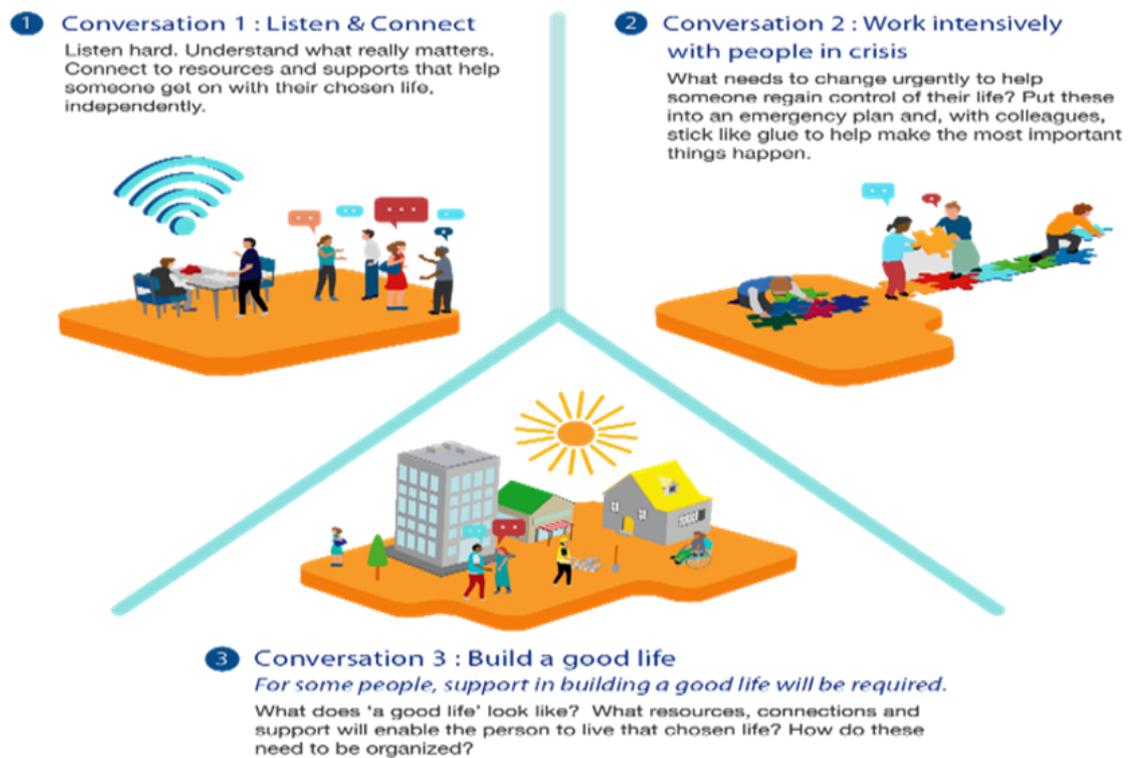
1. The report proposes the development of the Adult Social Care Strategy through a co-production approach and sets out to Committee a development timeline for approval.

Information

2. The underlying goal of Adult Social Care is to enable people to live in a place they can call home with the people and things that they love, in communities where everyone looks out for one another, and people can do the things that matter to them. It means living well, with well-met needs, protection, participation, contribution, and crucially it means fairness and justice.
3. The new Adult Social Care strategy will be co-produced through conversations with people, carers, staff and partners about how social care can support people to live a good life in the way that they want to. The department will produce a written Strategy as well as an easy-read document that clearly sets out for the public the adult social care offer in Nottinghamshire.
4. The department's Adult Social Care Strategy was first produced in 2014 and then refreshed and republished in 2018. The Strategy was aligned to the principles of the Care Act 2014.
5. The current Strategy, which ends in 2021, provided a framework for the work of the department and was successful in embedding the principles of prevention, maximising independence and the importance of review to ensure people are receiving the right level of support at the right time and in the right place. There was a lot of work with staff and with the public to promote this approach and the social care offer available in Nottinghamshire, and what people could expect from the Council.
6. The development of the new Strategy is well-timed to support the vision and ambitions of the new leadership of the Council, to align with the new Council Strategic Plan and the current and future priorities within Adult Social Care at a local level as well as looking to align to national social care reform that the Government is currently developing.

7. The Government has set out an intention to progress Adult Social Care reform in 2021. It is currently not clear as to the scope, scale or timeline for reform. This work will place the Department in a good position to build in any reform work that emerges and to incorporate reform plans into the emerging strategy and work programme. The Council will also need to respond to known changes in legislation and policy, including Mental Health Act reform, the introduction of Liberty Protection Safeguards (to replace Deprivation of Liberty Safeguards) and a national Disabled Persons' strategy.
8. As well as responding to the pandemic over the last year, Adult Social Care and Health has undergone a great deal of change in terms of how the department is structured, its operating models and its priorities and ambitions.
9. In October 2019, the Committee approved a new Operating Model for Adult Social Care which was implemented in September 2020. This was an internally focussed development aimed at having in place the right structures to deliver the following improvements:
 - place based approach enabling support in the right place
 - close work with communities and partners to help with support at the right time
 - build strategic commissioning capability to support the social care market and to understand the strategic needs of our residents.
10. Going forward the department needs to understand how to further improve the way it works with people to support greater independence, health and wellbeing. The Coproduction work will enable us to understand if there are any barriers to supporting people created by the way services are organised and managed.
11. The department is currently undertaking a large ambitious programme of cultural change, which was approved by the Committee in January 2020. Central to this work is a shift towards Strength Based approaches, including working in the three conversation model, where intervention focusses on support for people and their carers when it is needed and with active planning.

Figure 1- three conversations model



12. Adult Social Care and Health will look to embed this approach through the Adult Social Care Strategy and be clear with people what they can expect from us at different points of connection with the Council.
13. There has also been a real focus on the department's culture with the aim of improving the experience that people have of the support they receive over time, so the department is responsive, tackles crisis and problems in a timely way, and is confident that it has improved their wellbeing.
14. The department wants to understand from people what the key components to building the right support are, and to ensure there is a clear plan for developing this over time where there are any gaps between what is provided and what is needed.

Engagement and Co-production

15. There is a strong focus on ensuring good communication and engagement with staff across the department, and co-production with people who use our services.
16. In September 2020 Adult Social Care established a co-production steering group made up of people and carers with lived experience and the Corporate Director. The group has worked together to produce a definition of co-production and a model for developing this in Adult Social Care and Health.
17. The aim is for co-production to become the way the department works. Co-production is a meeting of minds coming together to find shared solutions. In practice, it involves people who use services being consulted, included and working together from the start to the end of any project that affects them.

18. When co-production works best, people who use services and carers are valued by organisations as equal partners, can share power, and have influence over decisions made.
19. The model and approach will involve a permanent co-production group in the County that provides scrutiny and oversees the quality of co-production planned for any meaningful change that will impact on people who use Adult Social Care services.
20. Co-production 'task and finish' groups have been, and will continue to be, established where people with lived experience and staff work together on time limited projects from start to finish. There will be listening spaces arranged where people and carers can share their lived experience of services.
21. In addition, the department will develop a community of practice for staff so they can learn more about co-production and how to do it well, as well as creating a forum for innovation and collaboration where people can share information and ask for help to develop ideas together.
22. The Adult Social Care Strategy will be co-produced through these new approaches and framework.
23. The new Adult Social Care Strategy, once developed and agreed, will act as an overarching vision that will help to drive and shape other departmental strategies that sit beneath it. This will include strategies for prevention, carers, day opportunities, technology enabled care and Autism.
24. In addition, the department has ambitions to develop an integrated approach with health partners to strategic commissioning and quality and market management. These programmes of work will help to transform Nottinghamshire's Adult Social Care services and ensure that the Council achieves better outcomes for the people of Nottinghamshire going forward.

Timetable for the new Strategy

25. The intention is to launch the new Adult Social Care Strategy in early 2022. Key milestones in the development of the Strategy are shown below:

Committee approval for development of new Adult Social Care Strategy	July 2021
Co-production of draft Strategy with colleagues, partners, people with lived experience and Members	August – November 2021
Draft of Adult Social Care Strategy presented to Committee	November/December 2021
Public consultation on draft Strategy	January/February 2022
Final version of Adult Social Care Strategy presented to Committee	February/March 2022
Implementation of Adult Social Care Strategy	March/April 2022

Other Options Considered

26. Continued use of the existing Adult Social Care Strategy is not considered a feasible option going forward given the changes that have taken place across the organisation and department since it was published in 2018.

Reason/s for Recommendation/s

27. It is recommended that a new revised Adult Social Care Strategy is developed to ensure it is in line with current corporate and departmental ambitions and priorities.

Statutory and Policy Implications

28. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Financial Implications

29. There are no current financial implications for the refresh of the Adult Social Care Strategy. There may be some costs incurred in any public consultation process.

Human Resources Implications

30. The Strategy will be developed in partnership with staff and people that use our services and provides the framework for how staff work with people to provide Adult Social Care services and support.

Public Sector Equality Duty implications

31. An Equality Impact Assessment has been produced to ensure that the development and content of the Strategy does not adversely affect any people with protected characteristics.

Smarter Working Implications

32. The development of the new Strategy will consider the impact of new ways of working and service models that have been developed in response to the pandemic, and the Investing in Nottinghamshire programme.

Safeguarding of Children and Adults at Risk Implications

33. The department's statutory duty in relation to safeguarding adults will be integral to the development of a new Strategy and social care offer to the public.

Implications for Service Users

34. The Strategy will be accompanied by accessible documents and communications that will clearly set out what people can expect from adult social care in Nottinghamshire, and what adult social care support hopes to achieve for the people that the Council is involved with.

RECOMMENDATION/S

That Committee:

- 1) approves the proposed plan for revising the Adult Social Care Strategy
- 2) receives a draft Adult Social Care Strategy for review at Committee before the end of 2021.

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Constitutional Comments (EP 30/06/21)

35. The recommendations fall within the remit of the Adult Social Care and Public Health Committee by virtue of its terms of reference.

Financial Comments (OC 02/07/21)

36. There are no direct financial implications arising from this report.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

[Updated Adult Social Care Strategy - report to Adult Social Care and Public Health Committee on 13th November 2017](#)

[Adult Social Care Culture Change Programme – report to Adult Social Care and Public Health Committee on 6th January 2020](#)

Equality Impact Assessment

Electoral Division(s) and Member(s) Affected

All.

ASCPH766 final