

# Adult Social Care, Well Being and Communities

## Our vision and purpose:

We make a difference by enabling people to help themselves and each other, doing everything we can to help people build resilience, thrive and live a good life



## Our Mission: we will



Collaborate with family, carers, people, communities to promote good health, independence, positive risk taking, and prevent harm



Be involved when we're needed, at the right time, for right length of time. Champion people's rights, treating them with dignity and respect



Promote social and community connections, enabling people to thrive, supporting independence, well being, and healthy lifestyles



Act in a coordinated way that puts people at the centre, act on feedback and what people are telling us in a way that is responsive and flexible, listening to what is important to them.



Challenge inequality and discrimination in all we do, poor quality wherever we see it, promote inclusion and communicate in an accessible and open way



Do everything we can to support high quality services, making best use of intelligence, data and available technology, creating a learning culture to help improve what we do

# Our Strategic Priorities 2024-2025



Collaborate



Advocate



Enable



Coordinate



Communicate



Learn



Ensure the ways we assess individual need and deliver care and support are fit for the future



Develop our approach to co production with people with lived experience of disability and long term conditions



**Digitise, connect and transform services safely and securely**

*Council Strategy: Deliver a Technology Strategy: exploring the potential of digital and technology to support carers and improve the quality of care that people receive.*



**Develop our approach to our statutory obligation to prevent, reduce, and delay needs for care and support**

*Council Strategy: Make early intervention and prevention, together with strength-based working, into all aspects of our work across the Adult Social Care System, and in our engagement with the developing Integrated Care System*



**Develop our Internal and External Workforce Strategies, focusing on recruitment and retention, learning and development, and digital skills and capability**



**Develop our strategic commissioning priorities, supporting providers and supporting innovation**

*Council Strategy: Work with independent care providers to address capacity gaps and over provision, including use of central government funding to improve the terms and conditions of care sector staff.*



**Deliver the Adult Social Care outputs of the health and social care system transformation of urgent and emergency care**

*Council Strategy: Build a world class 'model' of short term care (the 'Enhanced Independence Offer') together with the NHS and other partners*



**Deliver our Data and Intelligence and Quality Strategies, to improve oversight and decision making**

Living our values every day



Accountable



Integrity



Empower



Respect



Excellence



# Our Improvement Plan April – September 2024

\* note improved or improvement = from baseline (minimum or starting point) reported position within one year



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Objective	Result
Review and update our Make the Difference assessment model	Audits show improved results in strengths and assets based practice, and a focus on outcomes for people
Expand our practice audits through use of thematic approach	Audits show improved results in the areas of MCA, safeguarding, risk assessment, transitions and PFA
Define how we have oversight of the whole safeguarding pathway	Reporting to the QA board shows the safeguarding pathway and an improving position, so that GCC is assured on the full end to end safeguarding process

Objective	Result
Support the Partnership boards to define their position and influence within the GCC governance structure	Partnership Board chairs report tangible outcomes from their involvement (subjective reporting). GCC governance structures record where partnership boards have influenced officer actions
Write a clear policy for remuneration of experts by experience	Experts by experience, including those working for partnership boards are remunerated within XX weeks of invoice
Describe our strategic intentions for co production	Our strategic intentions for co production are meaningful to our Partnership boards, other experts by experience and our staff (subjective reporting)

Objective	Result
Review the management of the OT services delegated to GHC	We will be satisfied of the efficiency and quality of our delegated function. The review will enable a plan for consistency, clarity, and the delivery of joined-up services
Develop a strategy for the delivery of preventative services focused on adult social care	We will have outlined our position within the wider system in relation to our statutory duty to prevent, reduce and delay needs, and provide clear direction as to where adult social care can add value
Improve information and advice services, starting with a review of the full pathway of people with lived experience	We will have an improved understanding of the experience of people using our services, which we will use to inform our priorities

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# Next steps

1

- April – September – complete the work set out in our plan

2

- September – review progress

3

- Co produce next steps with our teams and people with lived experience
- Key questions for September
  - What - do our eight strategic priorities (slide 2) make sense in the context of our mission and vision?
  - So what – have we made a difference so far, and if not what more should we do?
  - What is missing?





## Adult Social Care Priorities



### Priority 1

Ensure the ways we assess individual need and deliver care and support are fit for the future



### Priority 2

Develop our approach to co production with people with lived experience of disability and long term conditions



### Priority 3

Digitise, connect and transform services safely and securely

*Council Strategy: Deliver a Technology Strategy: exploring the potential of digital and technology to support carers and improve the quality of care that people receive.*



### Priority 4

Develop our approach to our statutory obligation to prevent, reduce, and delay needs for care and support

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## Strategic Drivers

**DRAFT**

**People at heart of care** - Innovation and Improvement

**ADASS Roadmap** - Improving assessment and care planning

**CQC Assurance Framework** - Working with People - assessing need, healthier lives, equity in experience and outcome; Safe Systems - pathways, transitions and safeguarding

**Chief Social Worker** - Practice is trauma informed and strengths based; EDI for people receiving support; SW evidence and research + 6 mental health priorities

**People at heart of care** - Digitising Social Care  
**Chief Social Worker** - Digital Inclusion; Use of digital and tech support for people using services; SW digital capability

**ADASS Roadmap** - Working in Partnership - intermediate care, pathways of support, place based/ coordinated approach to info and advice  
**CQC Assurance Framework** - Working with People and Providing Support

## Adult Social Care Priorities



### Priority 5

**Develop our Internal and External Workforce Strategies, focusing on recruitment and retention, learning and development, and digital skills and capability**

## Strategic Drivers

**DRAFT**

**People at heart of care** - Workforce  
**ADASS Roadmap** - Improving work in care and support; Training and development  
**Chief Social Worker** - PE and supervisor quality and capacity; Improve SW workforce capacity; Anti racist and poverty aware practice  
**CQC Assurance Framework** - Leadership - governance, management, sustainability, learning, improvement and innovation



### Priority 6

**Develop our strategic commissioning priorities, supporting providers and supporting innovation**

*Council Strategy: Work with independent care providers to address capacity gaps and over provision, including use of central government funding to improve the terms and conditions of care sector staff.*

**People at heart of care** - Joining up services; Independence at home  
Improving access  
**ADASS roadmap** - Co producing local plans; Widening access  
Improving choice and shaping provision  
**CQC Assurance Framework** - Providing Support - provision, integration and continuity, partnerships and communities  
**Chief Social Worker** - Hospital discharge arrangements promoting impact of SWs in health settings and improving outcomes



### Priority 7

**Deliver the Adult Social Care outputs of the health and social care system transformation of urgent and emergency care**

*Council Strategy: Build a world class 'model' of short term care (the 'Enhanced Independence Offer') together with the NHS and other partners*

**People at heart of care** - Data and Assurance - data collections, access and insights; assurance  
**ADASS Roadmap** - Working in Partnership - links with population and public health  
**CQC Assurance Framework** - All domains



### Priority 8

**Deliver our Data and Intelligence and Quality Strategies, to improve oversight and decision making**





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## Improvement Plan

**DRAFT**

- Use continuous improvement methodology
- Monitored through Transformation and Improvement Board
- Relationship with Transformation Programme
- Improvement is run within service areas, not fundamentally changing their model of delivery, but improves efficiency or effectiveness, and may contribute to savings.
- Improvement projects may become Transformational

## Transformation Programme

- Transformation fundamentally changes a model of delivery, or impacts many service areas, support services and across the Council.

## Working As One programme

**Strategy delivery plans monitored through our Performance and Quality Assurance Boards**



**The habits of improvers**





# Continuous Improvement Approach



Identifying the improvement challenge – Improvement Plan

1



Understanding the problem from a range of perspectives, with emphasis on using and interpreting data and the voice of people with lived experience

2



Developing a theory of change

‘What are we trying to accomplish?’, ‘How will we know that a change is an improvement?’, ‘What changes can we make that will result in improvement?’

3



Identifying and testing potential solutions; using data to measure the impact of each test and gradually refining the solution to the problem

4



Implementing the solution and ensuring this is sustained as part of standard practice.

5

## Longlist: Self Assessment and LGA Peer Challenge 2023



**Ensure the ways we assess individual need and deliver care and support are fit for the future**

1. Develop our practice audit process to take a thematic approach to auditing the issues identified by the peer challenge, ensuring this feeds into our QA approach. Specifically, MCA, safeguarding, risk assessment, transitions and PFA, outcomes of MTD model.
2. Strengthen our Make the Difference model through use of models of trauma informed practice
3. Establish a means of oversight across the whole safeguarding response pathway, including consideration of resources and use of data
4. Develop a response to the challenges in the safeguarding response when individuals have Mental Health (MH) or Continuing Healthcare (CHC) needs, to achieve effective risk management.
5. Work with GHC to streamline the assessment process between the two organisations
6. Develop our work with people with complex needs, alongside Public Health and District councils
7. Develop our approach to self directed support, which may include direct payments and individual service funds



**Develop our approach to co production with people with lived experience of disability and long term conditions**

1. Clarify lines of communication, decision making and accountability for and to partnership boards
2. Set out the scale and process for remuneration and recognition of people who contribute to co-production work
3. Set out our strategic approach to improving co-production, ensuring corporate support
4. Develop a statement of what co-production is, and work with teams to understand what this looks like in their own work.
5. Develop our co production approach to care and support planning, in line with our Make the Difference model
6. Plan for embedding the voices of local people in the planning and design of adult social care support, through co-production
7. Develop our role in engagement with the diverse communities that support people with lived experience
8. Develop an approach with individuals with lived experience of safeguarding processes to improve person-centredness in safeguarding work

## Longlist: Self Assessment and LGA Peer Challenge 2023



### Digitise, connect and transform services safely and securely

*Council Strategy: Deliver a Technology Strategy: exploring the potential of digital and technology to support carers and improve the quality of care that people receive.*

1. Complete self assessment - What Good Looks Like for Digital in Adult Social Care to inform future digital improvement and Transformation
2. Develop our use of digital solutions to support improved information and advice services
3. Review approaches to proportionate assessment using digital solutions
4. Improve the interface between ASC ICT systems
5. Address IT integration hurdles with partners to support streamlining data management and reporting processes
6. Work with the ICB to embed digital social care records in care homes



### Develop our approach to our statutory obligation to prevent, reduce, and delay needs for care and support

*Council Strategy: Make early intervention and prevention, together with strength-based working, into all aspects of our work across the Adult Social Care System, and in our engagement with the developing Integrated Care System*

1. Review the management of the OT and MH services delegated to GHC to ensure consistency, clarity, and the delivery of joined-up services
2. Develop a strategy for the delivery of preventative services focused on adult social care
3. Improve information and advice services, starting with a review of the full pathway of people with lived experience
4. Create an integrated equipment strategy
5. Implement the multi agency risk management approach (safeguarding)
6. Develop a model for improving community capacity to support adult social care
7. Develop the Care Navigator Model to ensure it is interwoven with the wider system and offers effective collaboration.
8. Review accessible transport from the perspective of people with lived experience



# Longlist: Self Assessment and LGA Peer Challenge 2023



**Develop our Internal and External Workforce Strategies, focusing on recruitment and retention, learning and development, and digital skills and capability**

1. Continue our programme of work for developing our leadership culture
2. Establish a health and care business group to provide cross-connectivity with other sectors and the broader economic activities of the Economic Strategy
3. Improve skills and capability in digital and technology
4. Improve skills and capability in data and intelligence
5. Improve skills and capability in continuous improvement
6. Improve our work on equality, diversity and inclusion
7. Set out a plan for ensuring workforce strategies are coproduced with social care providers
8. Review products and proud to learn impact and outcomes
9. Review best practice in recruitment and retention
10. Develop a workforce pathway which improves career progression and intra-organisational working



**Develop our strategic commissioning priorities, supporting providers and supporting innovation**

*Council Strategy: Work with independent care providers to address capacity gaps and over provision, including use of central government funding to improve the terms and conditions of care sector staff.*

1. Develop clear commissioning priorities
2. Develop the support offer to providers
3. Develop the arrangements for delivery of brokerage, contract monitoring, market management, quality assurance and market development
4. Use the Accelerating Reform Fund to co produce a careers action plan, with specific projects on digital assessment and information and advice.
5. Using the focused peer challenge findings, produce an action plan for service provision for people with autism and not a learning disability
6. Review the role of adult social care within the integrated system – what's working, what's not working
7. Develop the way BCF/LFG funding is used for innovation services that are agile and help people stay independent,
8. Review advocacy use and impact with a view to identifying improvements for people with lived experience