

Non-Executive Report of the: Tower Hamlets Health and Wellbeing Board Tuesday 1 February 2022	
Report of: Denise Radley, Corporate Director – Health, Adult and Community Services	Classification: Unrestricted
Improving Care Together: The New Adult Social Care Vision and Strategy	

Lead Member	Rachel Blake, Cabinet Member for Adults Health and Wellbeing
Originating Officer(s)	Joanne Starkie (Head of Strategy and Policy – Health, Adults and Communities) Katie O’Driscoll (Director Adult Social Care) Warwick Tomsett (Joint Director Integrated Commissioning)
Wards affected	All wards

Executive Summary

This report presents the new vision and strategy in adult social care for information and comment.

The vision and strategy – called “Improving Care Together” - has been developed over summer and autumn 2021 in close partnership with people who use adult social care, carers, staff and other stakeholders. The resulting documents (**Appendix I** is the full strategy and **Appendix II** is the summary) sets out a plan for adult social care covering the next 3-5 years. These were agreed in November 2021 and are comprised of:

- A vision for the future of adult social care. This reflects what staff, providers, users and carers told us is important to them. It is: *We support you to meet your goals, be connected to others and be as independent as possible.*
- Nine aims to meet the vision. These are the same as the aims of the Tower Hamlets Together partnership and again reflect what we have heard from staff, providers, adult social care users and carers.
- Ten work packages to meet the aims. These work packages have been defined through evidence, insights from peers and in feedback from staff, providers, users and carers. Each of the ten work packages is described in turn, setting out what we want to achieve and the main actions we will take.
- The strategy then ends with a summary of how we will measure progress and how this progress will be communicated to adult social care users and carers.

A new Adult Social Care Improvement and Transformation Board has been

established and will oversee the improvement programme articulated in the strategy.

Recommendations:

The Health and Wellbeing Board is recommended to:

- i. Note and comment on the contents of the new adult social care vision and strategy

1. REASONS FOR THE DECISIONS

- 1.1 The vision and strategy is based on evidence and best practice, and it reflects what adult social care users, carers, staff and other stakeholders have told us is important to them.

2. ALTERNATIVE OPTIONS

- 2.1 N/a – the report is presented for information and discussion.

3. DETAILS OF THE REPORT

How the vision and strategy were developed

- 3.1 The development of the strategy was done via analysis, coproduction and consultation. It was comprised of three main stages:
- 3.2 The first stage was carried out in May and June 2021 and involved a review of existing evidence and insights. An analysis of evidence was carried out, including insights on practice and costs in Tower Hamlets adult social care. Work was carried out to understand how we compare to other boroughs and to best practice, and to identify the potential drivers and solutions to areas for improvement. Analysis was also carried out on the findings of recent service user and carer engagement and coproduction, including:
 - Healthwatch insights
 - Integrated Homecare (2020-21) Healthwatch Tower Hamlets and Almost Any How
 - Independency or learned helplessness: A co-designed day centre service model in Tower Hamlets (October 2020) Toynbee Hall
 - Reports submitted by Neighbours in Poplar
 - Consultation findings in relation to charging in adult social care and day support in adult social care.
- 3.3 The second stage was carried out between June and September 2021. It comprised of a programme of engagement and coproduction on the vision and strategy, focusing what the future vision for social care should be, what social care should be aiming to achieve for people and what we need to do to achieve the vision and aims. Activity included the following:
 - A staff working group was set up, made up of representatives from across adult social care and integrated commissioning services. Part of the role of members was to get wider input and engagement from staff and providers.

- Meetings with those with lived experience of social care. This included the Carer Forum, Older People's Reference Group, Healthwatch and 'Taking Control of Your Life' group.
 - Two workshops were held in August, open to adult social care users, carers and providers. These workshops were largely (but not solely) attended by providers.
 - Meetings with the Promoting Independence Workstream of the Tower Hamlets Together partnership were attended in July and October 2021. These meetings are attended by a range of stakeholders, including health partners.
- 3.4 The third stage involved formal public consultation on the draft vision and strategy. This was carried out between 20 September and 31 October 2021 and was comprised of an online survey, postal surveys and meetings that included:
- Online submissions from 32 respondents.
 - Meetings with those with lived experience of social care.
 - Written submissions from Bromley-by-Bow Centre and Neighbours in Poplar.
- 3.5 A set of consistent messages arose from the engagement, coproduction and consultation activity described above. These messages are summarised in **Appendix III** and have driven the contents of the new adult social care vision and strategy.
- 3.6 The vision and strategy were formally agreed by the Health, Adult and Community services Directorate Leadership Team and the Cabinet Member for Adults Health and Wellbeing in November 2021.

The vision and strategy

- 3.7 'Improving Care Together' is the name of the new adult social care vision and strategy. **Appendix I** is the full vision and strategy document. **Appendix II** is the summary version, following feedback in the consultation stage that this would be useful.
- 3.8 Both documents are comprised of the following main sections:
- 3.9 A vision for the future of adult social care. This is as follows, reflecting what staff, providers, users and carers told us is important to them: *We support you to meet your goals, be connected to others and be as independent as possible.*
- 3.10 A set of nine aims to meet the vision. These are the same as the aims of the Tower Hamlets Together partnership and again reflect what we have heard from staff, providers, adult social care users and carers have told us. These are:
- Empower people to meet their own needs
 - Enable people to meet their own aspirations
 - Support that improves health, wellbeing and quality of life
 - Co-produce services and care with people who use them
 - Simplify the system, make it easier to understand and access
 - Ensure the right support, in the right place, at the right time – as close to home as possible
 - Be flexible and responsive to meet personal needs, wishes and outcomes

- Deliver value for money, making best use of resources across the system and spending within our means
- Develop self-supporting, thriving communities.

3.11 Ten work packages to meet the aims. These work packages have been defined through evidence, insights from peers and in feedback from staff, providers, users and carers. Each of the ten work packages is then described in turn, setting out what we want to achieve and the main actions we will take. The ten work packages are:

- Information advice and early help on social care
- Our approach to supporting people
- Care at home
- Housing with care
- Direct payments
- Technology, innovation & care
- Support outside the home
- Working together with others
- Managing our budget
- Getting the basics right with data and how we work

3.12 The strategy then ends with a summary of how we will measure progress and how this progress will be communicated to adult social care users and carers.

Next steps

3.13 The vision and strategy are currently being launched to staff, stakeholders, adult social care users and carers using a range of communication mechanisms. Our aim is to have high levels of engagement with the strategy, so that it is well-known and well-understood by all.

3.14 We are committed to ensuring that the strategy is ‘co-delivered’ with people who use social care and carers, and will be looking to establish a new service user and carer group to oversee this in the new year.

4. EQUALITIES IMPLICATIONS

4.1 The vision and strategy for adult social care includes the following statement:

“This strategy is part of our commitment to tackle inequality and value diversity. The strategy takes into the account the 2010 Equalities Act, protecting the rights of individuals and advancing equality of opportunity for people. This includes but is not limited to:

- People of Black, Asian and minority ethnic backgrounds.
- People with a disability or long-term health condition.
- Women.
- Older people.
- People who are LGBTQ+
- People who identify with a gender that is different to the one assigned to them at birth.
- People of different religions and beliefs”.

4.1 The strategy also includes the following actions in specifically targeting inequality:

- Provide a training programme to social care staff (in the council and commissioned organisations) that supports staff to take a compassionate, kind, culturally sensitive, inclusive, anti-racist and empowering approach to support.
- Carry out initiatives to ensure the social care workforce reflects the diversity of the borough.
- Target areas with the highest levels of older people living in poverty (for information, advice and early help)
- Provide information on support and activities targeted at particular groups, including people who are LGBTQ+
- The new model [of care at home] will promote equality for adult social care users and carers. This includes people of a Black, Asian or other ethnic minority background; people with a disability, older people, women and people who are LGBTQ+
- Improve data on the protected characteristics of adult social care users and carers, including LGBTQ+ equalities monitoring information.

5. OTHER STATUTORY IMPLICATIONS

5.1 n/a

6. COMMENTS OF THE CHIEF FINANCE OFFICER

6.1 Any costs associated with the production, launch and implementation of the ASC Vision and Strategy, and any associated training costs will be met within existing budgets.

7. COMMENTS OF LEGAL SERVICES

7.1 The Local Authority Social Services Act 1970 requires local authorities to exercise social services functions in relation to the residents of their area.

7.2 The Care Act 2014 sets out how these functions are to be carried out and statutory guidance issued under that Act gives detail as to how this should be done.

7.3 Section 149 of the Equality Act requires local authorities, when carrying out their functions, to eliminate discrimination and other unlawful behaviour; to advance equality of opportunity between people who share a relevant protected characteristic and those who do not share it; and to foster good relations between persons who share a relevant protected characteristic and those who do not share it. The protected characteristics are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

7.4 The proposals set out in this report comply with the above legislation and guidance.

Linked Reports, Appendices and Background Documents

Appendices

Appendix I: 'Improving Care Together' – our vision and strategy for adult social care in Tower Hamlets (full version)

Appendix II: 'Improving Care Together' – our vision and strategy for adult social care in Tower Hamlets (summary version)

Appendix III: Engagement and Consultation Findings

Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012

- NONE

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