

Adult Social Care, Children's Services and Education Committee



Reading
Borough Council

Working better with you

12 July 2023

Title	Updating Our Adult Social Care Strategy – 2023-2026
Purpose of the report	To make a decision
Report status	Public report
Report author (name & job title)	Melissa Wise, Interim Executive Director – Adult Social Care & Health Amanda Nyeke, Public Health & Wellbeing Manager
Lead Councillor (name & title)	Cllr Paul Gittings, Lead Councillor for Adult Social Care
Corporate priority	Thriving Communities
Recommendations	<ol style="list-style-type: none">1. That the Adult Social Care, Children's Services & Education Committee note the plans underway to develop Reading's Adult Social Care Strategy and the associated timescales.2. That the Adult Social Care, Children's Services & Education Committee approve the request to consult with Reading residents including those who use Adult Social Care services to gather insights and views to codesign the strategy and its priorities.

1. Executive Summary

- 1.1. The purpose of this report is to provide an overview of the progress made in the development of Reading's Adult Social Care (ASC) strategy and to seek permission to proceed with the next crucial phase of stakeholder engagement and codesign with residents as part of a broader Adult Social Care Conversation.
- 1.2. This report highlights milestones achieved to date to identify the initial priorities and vision for the strategy. It also includes the planned process of coproduction, alignment with preparation for the Care Quality Commission Assurance, and opportunities gained from this collaborative approach.

2. Policy Context

National Context

- 2.1. Inequalities have been exacerbated by the COVID-19 pandemic, as such, those that may have previously been less likely to receive quality care continue to be disproportionately affected by the pandemic, even in recovery.¹
- 2.2. The statutory framework for Adult Social Care (the Care Act 2014) establishes a framework for how local authorities must provide social care services. Two of the key principles within the Care Act relate to Empowerment and Partnership ensuring that people are empowered to make their own choices about their care and support and services are developed in partnership with them as experts. Coproduction forms a clear

¹ Care Quality Commission (2021), The state of health care and social care 2020/21, https://www.cqc.org.uk/sites/default/files/20211021_stateofcare2021_print.pdf

role for Local Authorities in embedding the Care Act into practice and meeting our statutory duties.

- 2.3. The Health & Social Care Act 2022 sets out the ambition for the biggest reforms across the Health & Social Care System in nearly a decade, laying the foundations to improve health outcomes by joining up NHS, social care and public health services at a local level and tackling growing health inequalities. The Act also creates a new duty for the Care Quality Commission to review local authorities' performance in discharging their adult social care functions under the Care Act 2014.

Local Context

- 2.4. The Berkshire, Oxfordshire & Berkshire West (Reading, West Berkshire & Wokingham) Integrated Care Partnership have published an 'Integrated Care Strategy'. This strategy outlines the commitment to work in partnership to improve peoples health and wellbeing across the area including seeking to address the health inequalities experienced by different groups. This includes ensuring people who live in these areas have access to the right support when they need it. Adult Social Care plays a key role in realising this ambition and we will ensure that our Strategy is aligned with the intentions outlined.
- 2.5. The population of Reading is estimated to be 174,224 and it is currently the fourth most densely populated of the South East's 64 local authority areas.² Reading has a relatively young population and a smaller proportion of older people compared to nationally (18.6%), with 12% of the population aged 65 and over, however, a higher average of persons aged 15-64 (70%) compared to the South East (63.1%) and nationally (64.2%). Reading's older age population (65+) is predicted to increase to 166,890 by 2043, accounting for 18.1% of Reading's population compared to 12% in 2021.
- 2.6. As the population is ageing, most of the projected rise in demand in Reading comes from older adults (65+), with the most common needs related to physical support needs, mental health conditions, learning disabilities and support with memory and cognition³. Adults' Services received 3860 new requests for support in 2021-22, 2.2% of the population in Reading, of which the majority (67%) are older people (65+). In this group, 2260 people requested support in 2017-8 compared with 2630 in 2021-22.

3. The Proposal

Progress to Date

- 3.1. Progress has been made in the development process of Reading's Adult Social Care (ASC) strategy which includes:
 - a. **Workshops with Senior Adult Social Care Colleagues:** Several workshops were conducted to engage senior colleagues within the adult social care department. The purpose of these workshops was to gather their insights and expertise regarding the strategic priorities that should be considered in the development of the ASC strategy. Valuable discussions took place, resulting in the identification of key focus areas and initial proposed priorities.
 - b. **Team DACHS Staff Workshop:** A dedicated workshop was organized for Team DACHS staff members. Team DACHS plays a crucial role in delivering adult social care services in Reading. The workshop aimed to harness their experience and perspectives to develop the initial vision and draft priorities for the strategy. The workshop facilitated active participation, idea-sharing, and collaborative discussions to shape the strategic direction of the strategy.

Coproduction Process

² Census 2021. <https://www.ons.gov.uk/visualisations/censuspopulationchange/E06000038/>

³ NHS Digital 2022. Short and Long Term (SALT) data sources for the Adult Social Care Outcomes Framework (ASCOF) 2021-22. SALT+sources+for+ASCOF+2021-2022+v1.0.pdf

- 3.2. The development of the strategy will be guided by a coproduction approach. This inclusive process will involve engaging people who use Adult Social Care services, carers, staff, and stakeholders to ensure diverse perspectives are incorporated into the strategy. The coproduction process will be facilitated through workshops, focus groups, and consultation sessions. We will also use this as an opportunity to talk to Residents more generally about Adult Social Care.

Alignment with CQC Assurance

- 3.3. The ASC strategy is being developed with a commitment to aligning it with the Care Quality Commission's (CQC) assurance framework which in turn aligns with the Care Act 2014. By being mindful of the regulatory requirements, the strategy will reflect national guidelines and demonstrate our commitment to meeting the highest standards of care provision.

Opportunities Arising from the Process

- 3.4. The coproduction process of developing the strategy presents several opportunities for ASC and the wider community:
- a. **Enhanced Engagement:** Engaging people who use Adult Social Care services, carers, and other relevant stakeholders fosters a sense of ownership and empowerment, leading to improved outcomes and better service provision.
 - b. **Improved Service Delivery:** By incorporating diverse perspectives, we can identify areas for improvement and develop innovative approaches to service delivery, ultimately enhancing the quality of care.
 - c. **Stronger Partnerships:** Collaborating with stakeholders builds stronger partnerships within the community, contributing to joint working and integrated care provision.
 - d. **Innovation and Efficiency:** The coproduction process encourages new thinking and a willingness to challenge traditional approaches which can lead to the identification of more efficient and effective ways of delivering services.

To ensure wider community involvement and gather additional feedback, we request permission to proceed with the engagement and consultation phase of the ASC strategy development. Insights gained from the workshops conducted to date will serve as a foundation for the engagement sessions with additional feedback then informing the draft strategy and consultation process.

Next Steps

- 3.5. The following steps will be taken forward:
- a. **Planning and Scheduling:** A comprehensive plan will be developed, outlining the timeline, methods, and target audiences for the engagement and consultation phases.
 - b. **Testing Vision & Priorities and Draft Strategy Distribution:** The draft Adult Social Care Strategy, including the identified priorities and vision, will be shared with stakeholders, community organizations, people who use Adult Social Care services, carers, and other relevant parties for their input.
 - c. **Feedback Collection and Analysis:** A structured process will be implemented to collect and analyse feedback and suggestions received from stakeholders, enabling us to capture their valuable insights. This feedback will inform the draft and final strategy.
 - d. **Strategy Refinement:** Insights and recommendations gathered will be carefully reviewed and considered to refine and shape the ASC strategy.
 - e. **Finalising the strategy:** The strategy will be updated based on the feedback and prepared for the next stages of implementation and approval.
- 3.6. The development of Reading's ASC strategy through coproduction is a milestone in our commitment to providing person-centred care. By aligning the strategy with the CQC assurance framework, we aim to ensure that our services meet the highest standards of quality and safety. We anticipate that the coproduction process and subsequent

consultation phase will lead to improved service delivery, stronger partnerships, and positive outcomes for the residents of Reading.

- 3.7. Once permission is granted, work will commence to plan and schedule engagement sessions and the consultation phase. This will include distributing the draft vision statements and priorities of the strategy, engaging with stakeholders and community organizations, and collecting feedback from people who use Adult Social Care services, carers, and other relevant parties. This will be followed by the writeup and sharing of a draft strategy. The insights gathered from these engagement sessions along with the consultation process will play a vital role in refining and shaping the final version of the strategy.

4. Contribution to Strategic Aims

- 4.1. The development of the strategy working in collaboration with key partners across the Health, and Voluntary sector will ensure that Strategic Aims set out in the Reading Borough Council Corporate Plan are met:

Thriving Communities

- Committed to tackling inequality in our society, to ensure everyone has an equal chance to thrive whatever their economic, social, cultural, ethnic or religious background.
 - Prioritising the needs of the most marginalised groups and the most vulnerable adults and children in our communities.
 - Tackling the effects of the pandemic, such as increased unemployment, long term health problems, mental health issues and social isolation.
- 4.2. Furthermore the following ambitions will be realised through the strategy.
- To promote equality, social inclusion and a safe and healthy environment for all
 - Contributions to Community Safety, Health and Wellbeing of residents.

5. Environmental and Climate Implications

- 5.1. There is no environmental or climate implications arising from this report.

6. Community Engagement

- 6.1. Those with lived experience including those with social care needs, carers, staff and other relevant stakeholder will be engaged throughout the development of the strategy. This will contribute towards the success of the strategy and its implementation.

7. Equality Implications

- 7.1. Under the Equality Act 2010, Section 149, a public authority must, in the exercise of its functions, have due regard to the need to—
- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

- 7.2. It is not considered that an EIA is required for the decisions being made in this report.

8. Other Relevant Considerations

- 8.1. There are no other relevant considerations for this report.

9. Legal Implications

- 9.1. There are no legal implications for this report.

10. Financial Implications

- 10.1. There will be a cost to facilitate coproduction in order to compensate volunteers for their time and contributions as appropriate as well as in developing an easy read version of the strategy upon completion. These costs will be met within the Adult Social Care existing budgets.
- 10.2. There are currently no identified budget implications regarding the development of the strategy. The care and support needs of people who require social care are met as per our legal duties.

11. Timetable for Implementation

11.1 Proposed timeline for strategy development process until December 2023:

Phase	Key Steps	Timeline
Phase 1: ESTABLISHING PRIORITIES AND VISION		
- Kick-off meeting	- Establish the Adult Social Care Strategy Steering Group	June 2023
- Research and data analysis	- Conduct initial research and data analysis	June - July 2023
- Identify and testing priorities and vision	- Identify key themes, priorities, and vision for the strategy	June - July 2023
- Stakeholder validation	- Engage with service users, carers, and stakeholders for validation	July - August 2023
Phase 2: DEVELOPING THE DRAFT STRATEGY		
- Draft strategy development	- Develop a draft strategy based on established priorities and vision	August - September 2023
- Stakeholder engagement and coproduction	- Conduct workshops, focus groups, and online engagement and coproduction	September - October 2023
- Collaborate with partners	- Gather insights and feedback from partner organizations	September - October 2023
- Review and refine	- Review and analyse data, insights, and stakeholder feedback	October - November 2023
Phase 3: REFINING AND FINALIZING THE STRATEGY		
- Stakeholder input	- Share revised draft strategy with Steering Group and stakeholders	November 2023
- Targeted engagement	- Conduct additional engagement activities for specific feedback	November 2023

- Formal consultation	- Conduct public consultations and surveys	November - December 2023
- Review and adjust	- Review and analyse all feedback received	December 2023
- Finalize the strategy	- Make necessary adjustments and finalize the strategy document	December 2023
Phase 4: APPROVAL AND ADOPTION		
- Political/corporate review and feedback	- Present finalized draft strategy for political review and feedback (DMT, CMT, ACE, H&WB)	December 2023
- Revisions, if necessary	- Address concerns and recommendations from the approval process	December 2023
- Formal consideration and adoption	- Revise the strategy based on feedback	December 2023
	- Present the ratified draft strategy for formal adoption	December - January 2024

This is an initial estimated timeline provided based on a general understanding and may vary depending on the specific circumstances and requirements of the Adult Social Care Strategy development process, in particular the coproduction and engagement phased.

12. Background Papers

12.1. There are none.

Appendices

1. Appendix 1: The draft summary from workshops held to date to develop drafts strategy visions and identify priorities.