

**Committee Name and Date of Committee Meeting**

Cabinet – 24 April 2023

**Report Title**

Adult Social Care Strategy for Rotherham 2024-2027

**Is this a Key Decision and has it been included on the Forward Plan?**

Yes

**Strategic Director Approving Submission of the Report**

Ian Spicer, Strategic Director of Adult Care, Housing and Public Health

**Report Author(s)**

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**Ward(s) Affected**

Borough-Wide

**Report Summary**

To support the future delivery of adult social care, the report proposes to refresh the Adult Social Care Strategy, vision and future priorities.

The report describes the changing legislative and statutory environment for adult social care since the implementation of the 2017 – 2020 Adult Social Care Strategy and identifies a clear rationale for developing a new strategy.

**Recommendations**

That Cabinet resolves to:

1. Approve a refresh of the Adult Social Care vision and strategy.
2. Agree to the refreshed Adult Social Care strategy being presented back in early 2024 for formal approval prior to implementation.

**List of Appendices Included**

Appendix 1 Part A - Equality Analysis Screening  
Appendix 2 Part B – Equality Analysis Form  
Appendix 3 Carbon Impact Assessment

**Background Papers**

None.

**Consideration by any other Council Committee, Scrutiny or Advisory Panel**

None.

**Exempt from the Press and Public**

No

## Adult Social Care Strategy for Rotherham 2024-2027

### 1. Background

1.1 The Adult Social Care Development Programme was agreed at Cabinet in January 2016 and set out an ambitious transformation journey for the Service. The programme included development of an Adult Social Care Strategy, to clearly articulate the vision and priorities in Rotherham for people with care and support needs, their families and carers.

1.2 A report on the Vision for Adult Social Care was subsequently presented to Cabinet in March 2016, which sought approval to adopt a new Adult Social Care Strategy for 2017 – 2020.

1.3 The Vision within the Strategy focussed on achieving ‘Active Independence’ for people with care and support needs:

*‘We will act together to support the residents of Rotherham to live full active lives; to live independently and to play an active part in their local communities’.*

1.4 The Vision was supported by four Values to achieve ‘Active Independence’:

<b>Focus on the Person</b>	We will encourage people to recognise and build upon their strengths in a way that supports choice and control and ensures a personalised approach to safeguarding.
<b>Best Value</b>	We will make the best use of our collective resources to get maximum value for the residents of Rotherham at a sustainable cost.
<b>Quality</b>	We will make sure that people receive good quality support, which meets their needs in a way that it is timely and safe.
<b>Working Together</b>	We will work creatively with partners and communities, empowering them to deliver the best possible outcomes so that people can live well.

1.5 The Strategy was built on the foundations of a partnership approach with the Council, health services, public health, and the community and voluntary sector working to ensure delivery of the best possible outcomes for residents. This ultimately focussed on supporting delivery of the Council Plan priorities, with a particular emphasis on, *‘Every adult secure, responsible and empowered’*.

1.6 The Strategy was built on achieving the right outcomes for people with care and support needs through seven key elements.

- i) Ensure that information, advice and guidance is readily available and there are a wide range of community assets which are accessible.
- ii) Focus on maintaining independence through prevention and early intervention and reablement and rehabilitation.

- iii) Improve our approach to personalised services – always putting users and carers at the centre of everything we do.
- iv) Develop integrated services with partners and where feasible single points of access.
- v) Ensure we “make safeguarding personal”.
- vi) Commission services effectively working in partnership and co-producing with users and carers.
- vii) Use resources effectively.

1.7 Since 2017 significant developments have been progressed to deliver the Council’s vision for adult social care:

- Implemented a new Target Operating Model (TOM) (October 2019) for Adult Social Care to ensure a more customer focussed and responsive offer to the residents of Rotherham, resulting in less waiting time at the point of contact; a stronger reablement offer that enabled more people to regain independence; increased continuity of Council staff involved and a simpler structure for residents and partners to understand.
- Adopted strength-based approaches that utilises the assets of communities and supports residents to become more independent. Instead of looking at residents as a collection of needs and problems, the view is to see everyone as unique individuals who have strengths, assets, talents and aspirations.
- Developed a new customer pathway with a focus on ‘doing with’ and not ‘doing to’ people, utilising resources in the most effective way for people to achieve their target outcomes. The model acknowledges that fulfilment and independence mean different things to different people, and therefore adult social care interventions need to be proportionate, with a clear understanding of the person and their needs first.

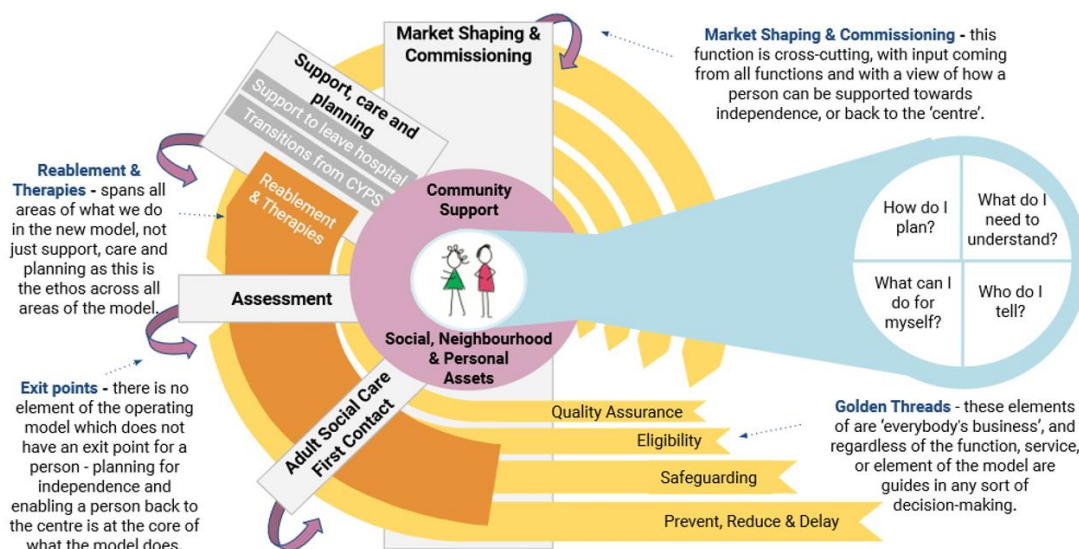


Figure 1.1: Adult Social Care Customer Pathway

- Expanded and embedded a reablement and therapy ethos in everything the Service does to maximise a person's independence and enabling them to live safe and well lives.
- Developed a new safeguarding pathway and approach which harnesses the principles of Making Safeguarding Personal (MSP), prioritises the voice of the vulnerable adult and is outcome focussed.
- Strengthened partnership working and collaborative service models through shared governance under Place and invested in Discharge to Assess models of delivery, integrated assessment and occupational therapy approaches, delivery of bed base intermediate care for step up and step down, Rothercare falls support to Yorkshire Ambulance Service (YAS) and multi-agency approaches to vulnerable adults including domestic violence and abuse.
- Transformed Learning Disability Services, by implementing person-centred models of care, closer to home and within local communities that ensure delivery of safe, well-led, quality services. In addition, the development of Conway Crescent respite service, implementation of the My Front Door Team and transformation of day opportunities with the proposed development of Castle View.
- Strengthened collaborative relationship with Children's and Young People services to ensure delivery of support within the preparing for adulthood minimum standards framework. This continues to improve the transitions pathway for young people transitioning into adult services through delivery of a work programme structured around the four themes (independent living, education and employment, relationships and health.).
- Developed and implemented the Rotherham All-Age Autism Strategy (2020 – 2023) to improve access to services for people with autism and commenced delivery of the priorities with partners.
- Developed and implemented the Borough that Cares Strategy (2022 – 2025) to ensure carers can live well, be active and have fulfilled lives.
- Further strengthened relationships with the voluntary and community sector through regular engagement and the move towards a virtual hub of support for people with care and support needs including an Active Solutions Partnerships.

## **2. Key Issues**

- 2.1 The Care Act 2014 reinforced a direction of travel to move away from traditional services to more personalised approaches. The 2017 – 2020 Adult Social Care Strategy supported this direction of travel by supporting residents in a way that builds on natural supports and maximises independence rather than creating and maintaining dependencies on service.

- 2.2 Since 2017, the statutory and legislative environment have further evolved, with a significant focus on place-based approaches, care enabled technology and digital solutions, fair cost of care for independent providers, integrated care systems (ICS) and expansion of regulated services to include local authority adult social care departments due to the enactment of the Health and Care Act 2022.
- 2.3 It is important that a refreshed vision and strategy for adult social care is developed to reflect the changing legislative environment, ensure the voice of the resident is central to shaping future priorities, address health inequalities, respond to changing demographics and support adult social care, as well as the Council, in being ready for Care Quality Commission (CQC) regulation.
- 2.4 Furthermore, challenges relating to recruitment and retention of key roles including social workers and capacity in the independent care sector, will be supported by a refreshed vision and strategy which sets the priorities and direction for our market shaping strategies in Rotherham and frames our Social Work Practice Framework within our strategic aspirations.
- 2.5 The recent launch of the Borough that Cares and Autism Strategies, as well as the current co-production of a new Learning Disabilities Strategy, provides real opportunity to have an overarching Adult Social Care Vision and Strategy which anchors the Service's strategic framework under a single umbrella.
- 2.6 This approach will also complement and support delivery of both Council and partner strategic priorities including the Council Plan, the Year Ahead Delivery Plan and the South Yorkshire ICS Integrated Care Strategy, alongside other partners strategic aspirations.

### **3. Options considered and recommended proposal**

#### *Option 1: Do Nothing*

- 3.1 This option would seek to retain the 2017 – 2020 Adult Social Care Vision and Strategy. However, this option is not perceived to be viable as it does not address the changing legislative and statutory landscape which adult social care now operates within nor the transformed place-based partnership arrangements as part of an ICS.
- 3.2 Furthermore, it is essential that the voice of the resident and people with lived experience continually improve the way in which we shape and deliver adult social care services. It is critical that their voice is central to shaping the refreshed vision and strategy for adult social care provision in Rotherham.

#### *Option 2: Develop a Rotherham Adult Social Care Strategy (2024 – 2027)*

- 3.3 Option 2 is the preferred option as it would seek to develop a refreshed vision and strategy for Adult Social Care. The Strategy would cover a 3-year term from 2024. The Strategy would provide clarity about the future priorities for adult social care, thereby enabling people with care and support needs, their families and carers to understand how the service will work with them live their best life.

3.4 The Council develops its Strategies and delivery plans in partnership with local people and ensures that they reflect the voices of our residents. This type of Strategy and delivery plan development will be central to the new Care Quality Commission regulatory regime.

#### **4. Consultation on proposal**

4.1 The recommendations, if approved, will be subject to a period of engagement with people with care and support needs, their families, carers and residents to ensure the refreshed vision and strategy for adult social care reflect local demographic needs. The Council recognises the importance of speaking to people about the services they receive, their experiences and the impact this has on their lives to improve future service delivery and strategic intentions.

4.2 To mitigate over engaging with people with care and support needs, feedback from previous engagement and co-production activities previously progressed will also be utilised to inform the strategy including:

- the consolidated insights from the co-production of the Learning Disability Strategy.
- feedback from the co-production and engagement activities in 2022 to develop the Homelessness Prevention Strategy.
- feedback from the co-production and engagement from carers as part of the Borough that Carers Strategy Development and people with autism and their families as part of the development of the Autism Strategy.
- complaints, compliments, comments and Local Government and Social Care Ombudsman learning and feedback.

4.3 The outcome of the engagement process will inform the refreshed vision and strategy for adult social care.

#### **5. Timetable and Accountability for Implementing this Decision**

5.1 April 2023 – September 2023 – engagement with people with care and support needs, their families, carers and residents. Partner engagement will be critical to ensure a system approach to meeting future needs including health, police, voluntary and community sector.

5.2 October 2023 – December 2023 – refresh of the vision and strategy for adult social care with clear values and priorities.

5.3 January 2024 – Cabinet approval sought to implement and embed the refreshed Adult Social Care Strategy for 2024 – 2027.

#### **6. Financial and Procurement Advice and Implications**

6.1 There are no immediate financial implications of preparing an ASC strategy as it will be completed within current spending. Any future strategy will need to be considered separately for financial implications.

6.2 There are no direct procurement implications arising from the recommendations detailed in this report.

## **7. Legal Advice and Implications**

7.1 The new proposed strategy aims to provide clarity about the vision and future priorities for adult social care in the Borough, building on past work including the outcome of previous consultation and co-production, ensuring that the Council develops and delivers an effective service while complying with statutory duties under the relevant legislation and statutory guidance.

7.2 The consultation on proposal includes co-production as part of the engagement process. The Council should consider co-production in all aspects of implementing its statutory duties under the Care Act 2014 and to promote participation to achieve its aims.

7.3 The Care and Support Statutory Guidance to the Care Act 2014 includes the concept of co-production: "Local authorities should actively promote participation in providing interventions that are co-produced with individuals, families, friends, carers and the community. 'Co-production' is when an individual influences the support and services received, or when groups of people get together to influence the way that services are designed, commissioned and delivered. Such interventions can contribute to developing individual resilience and help promote self-reliance and independence, as well as ensuring that services reflect what the people who use them want (paragraph 2.20).

7.4 During any consultation process the Council has a duty to consider the 4 key elements of the Gunning criteria in order to make the consultation a fair and worthwhile exercise:

1. Consultation must be at a time when the proposals are still at a formative stage.
2. Sufficient reasons must be put forward for any proposal to permit intelligent consideration and response.
3. Adequate time is given for consideration and response.
4. The product of consultation is conscientiously taken into account by the decision makers.

7.5 Although co-production involves engaging people to give their views about a particular matter, it takes this a step further by people having the opportunity to be actively involved in influencing the development and delivery of services.

## **8. Human Resources Advice and Implications**

8.1 There are no human resource implications specific to this report.

## **9. Implications for Children and Young People and Vulnerable Adults**

9.1 The strategy will be inclusive of young people preparing for adulthood. The approach will include engagement with all residents so that all young people:

- Grow up prepared for the future.



- Have improved health and wellbeing.
- Be able to exercise control over the support they receive.
- Be able to receive support locally from a range of services that everyone values.
- For all young people to have an opportunity to have their own 'front door'.
- Ensure the right support is in place based on where the young person lives.

## **10. Equalities and Human Rights Advice and Implications**

10.1 The proposals in this report support the Council to comply with legal obligations encompassed in the:

- Human Rights Act (1998), to treat everyone equally with fairness dignity and respect with a focus on those who are disadvantaged as a result of disability and
- Equality Act (2010) to legally protect people from discrimination in the wider society.

10.2 The Equality Analysis at Appendix 1 and 2 provides further detail.

## **11. Implications for CO2 Emissions and Climate Change**

11.1 A Carbon Impact Assessment form has been completed and can be reviewed in Appendix 3.

## **12. Implications for Partners**

12.1 Partners would be engaged in development of the strategy and vision for adult social care. Opportunities to align existing strategic approaches would be harnessed to ensure a system-wide approach including but not limited to our existing collaborative models of delivery i.e., hospital discharge.

12.2 The final vision and strategy will seek to complement the South Yorkshire Integrated Care Strategy to maximise our efforts, resources, and capacities to improve health and wellbeing outcomes for local residents.

## **13. Risks and Mitigation**

13.1 Risk: Whilst the vision and strategy does not present any risks, there are risks associated with not having a strategy.

13.2 Mitigation: Clearly articulated strategic intentions for adult social care will support the service in managing risks associated with budgetary pressures, increasing demand for services and compliance with new legislative and statutory frameworks.

## **14. Accountable Officers**

Ian Spicer, Strategic Director of Adult Care, Housing and Public Health  
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Approvals obtained on behalf of Statutory Officers:

	<b>Named Officer</b>	<b>Date</b>
Chief Executive	Sharon Kemp	06/04/23
Strategic Director of Finance & Customer Services (S.151 Officer)	Judith Badger	03/04/23
Assistant Director, Legal Services (Monitoring Officer)	Phillip Horsfield	03/04/23

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