



# **Better Lives Better Outcomes:**

a new strategy for sustainable  
adult social care in Nottingham



**Nottingham**  
**City Council**





## Message from Councillor Sam Webster, Portfolio Holder for Adult Social Care & Health

**Nottingham needs a sustainable social care system to help people live better lives. Despite a growth in demand for health and social care services, funding to Councils from Government has fallen significantly in recent years and so maximising the effectiveness of the money we spend is more important than ever.**

To be sustainable we need to be:

- Supporting people to do what they can for themselves
- Helping friends and families to provide the best possible support for each other
- Providing connections to others who can help from within Nottingham's caring communities.

Where people do need more support, that support will promote wellness and maximise independence. For those who can pay for and arrange their own services, we will signpost them where necessary.

This strategy builds on the work which we are already doing to support citizens in Nottingham. At the heart is the development of a financial strategy to enable a sustainable social care system. Through an improved understanding of demand, we will identify how we can achieve that by:

- identifying potential for greater investment in targeted prevention,
- continuing to work with the NHS, integrating services where we can and where this means we can better support citizens with both health and care needs,
- developing further understanding of what can be delivered through people in local communities and investing in local groups to enable them to provide support to those most in need in their communities.

We are calling our strategy Better Lives Better Outcomes. We have consulted with partners and stakeholders and this reflects our shared ambition for Nottingham to be one of the best cities for adults in need of support to live well: the city for Good Lives and Good Outcomes.

**Cllr Sam Webster**

# The Strategy for Adult Social Care

## Our Vision

We will enable all older and disabled citizens, including those with mental health needs, in Nottingham to live as independently as they can, with a connection to their communities. When formal care and support is needed, its aim will be to retain and restore independence. No one will live in residential care unless all other options are exhausted.

## Our Culture

We will promote independence. We will work with citizens, recognising individuality and diversity and that people are the experts in their own lives. We believe that an independent life is a better life. We will challenge ourselves, and others, to be creative in finding ways to achieve outcomes that reduce reliance on formal care and support services.

## Better Lives Better Outcomes

Prevention

Community Connections

Independent Lives

Choice and Control



Our approach will have four themes that reflect principles set out in the Care Act 2014:

**Prevention** is at the heart of the Council's offer. It is set out in Nottingham's Health and Wellbeing strategy '*Happier, Healthier Lives*' which aims to increase healthy life expectancy in Nottingham and make it one of the healthiest cities. The Council provides a range of services that promote health such as parks and leisure facilities, places to come together such as libraries and community centres or those that protect people from harm such as those that deal with rogue traders or anti-social behaviour in our community protection services. Our approach will be underpinned by acting to 'prevent, reduce or delay' need for care and support. Early intervention is key to preventing need from increasing unnecessarily.

**Community Connections** and friendship can reduce need and promote wellbeing far better than any 'service-based' intervention. We know that loneliness is damaging for health and wellbeing and drives need for care and support services. We will develop our Community Together surgeries and a team of community connectors across the city, working with partners to connect people to available support and activities. Communities already provide a range of support from looking out for neighbours to more organised arrangements such as self-help, voluntary or faith-based groups and we will continue to build on this as well as initiatives such as Age Friendly Nottingham.

**Independent Lives** are more fulfilling lives. All of our interventions will be enabling in nature. Our reablement service and occupational therapists are experts in helping people to access equipment to support independence. We will also build skills with people who may never have had the opportunity to develop them, for example supporting people with a learning disability to learn skills to live more independently. We will also focus on real and meaningful employment or voluntary opportunities for working age adults through the work outlined in the '*Nottingham Health, Disability and Employment*' strategy. Equally, where employment is not an option, we will signpost people to benefits to which they are entitled. We will only support a move into residential care when all other options are exhausted.

**Choice and Control** We will focus on outcomes that matter to the individual. People should be able to define what they want to achieve and have choice and control over what happens to them and how support meets their needs. This will be balanced against ensuring support is proportionate to need and limited resources. Where people are at risk of harm, in protecting them from abuse and neglect we will keep their desires and wishes at the heart to enable the outcomes that they want to be achieved. Where people lack capacity to make a decision we will ensure their interests and preferences are met using the legal framework.

## Key areas of focus

### Information and advice

Citizens should come to the Council for signposting to trusted sources of advice on a range of issues, including how to source care and support.

AskLiON [www.asklion.co.uk](http://www.asklion.co.uk) is the city's online community directory and the go-to place for information and advice in our communities. We will continue to develop this website to provide the information that helps citizens connect to community resources, find trusted sources of advice and choose the services they want to use.

### Place-based planning

Independent lives are lived in Nottingham's diverse neighbourhoods and communities. We will work with people in local areas to understand what people need, what works for them and what the available opportunities are. The Council invests in neighbourhoods through local libraries, community protection officers and a whole range of activities and services.

We want to develop place-based plans with local areas where we can identify the key ingredients to support independence and work out how we bring these together in the best way for the citizens in each local area.

### Supporting carers

Some people choose to become a carer; looking after a person you care about is something many of us want to do. However taking on the responsibilities of caring can have a major effect on an individual's life, often leading to isolation and exhaustion. For adult carers it can affect their ability to work and may lead to ill health. For young carers it can delay their educational progress and limit their social development.

Carers play a significant role in supporting some of our most vulnerable people in society. Not only does this positively impact on the quality of the life of these people, but also significantly reduces the demand for services, both in the reduction of care packages for those living in the community as well as avoiding or delaying the use of residential care.

The Council is committed to a conversation with carers to revise and develop the Carers' Strategy to ensure a robust local offer driven by carers' experiences, needs and the outcomes they seek in their caring role.

### Whole Life Disability

The Council is committed to creating a Whole Life Disability Programme to support children, young people and their families.

The Whole Life Disability service supports disabled children, adults and their families to improve and maintain independence at the key points in their life. It will reduce the impact of transition between different ages and stages of life by working with individuals, their families and others who support them, to create a seamless experience. From birth, it will ensure that disabled people and their families will have access to the right information and support to be actively included within their communities. It will support them to develop the skills they need to lead a more independent life through employment or becoming active contributors in their community. A strengths-based approach will take account of informal as well as formal networks of support to link people into their own community rather than wrap services around them.

By taking this whole life approach, we will support people when they really need it, and in ways which will retain their independence.

## A new plan for own care provision

The Council provides an extensive range of direct care and support services including reablement, day services, specialist home care, residential and respite care. We are committed to our own services being driven by outcomes and supporting independence. For example, our new Nottingham Pathway team supports people with a learning disability to develop the skills and confidence to meet their outcomes within their communities, whether that is moving from residential care into Supported Living or taking on voluntary work and joining a community group as an alternative to attending a day service.

We will also review our Shared Lives service with a view to extending it to support older adults and people with mental health needs.

As part of our Strategy, we will develop the Council's own direct care and support services, building on the changes they have already put in place to create the most impact for wellbeing.

## Care and support providers

The Council funds care and support services for people who have eligible needs and cannot afford to fund them. The Council also ensures there is a sufficient 'market place' of care services in the city, which is diverse and of good quality, regardless of who is funding the services. We have set up new contracts that commit providers to meeting outcomes that support independence. This will help people to develop or regain the skills that make a difference to their lives. We will work with care and support providers to ensure the services we arrange focus on promoting independence and outcomes and that they always offer best value for money.

## Quality matters

We will drive out poor quality providers and those that pay low wages to ensure the workforce receives a decent wage and terms and conditions, whilst managing

the market effectively to end unreasonable cost. Now our resources are stretched, we will continue to work closely with the Care Quality Commission and our Clinical Commissioning Groups to maintain a robust oversight of quality in care and support services through the Quality Improvement Framework. This allows us to identify concerns early through shared intelligence and to work with providers to ensure local services are safe, effective, caring and responsive.

## Housing

A good home underpins independence and wellbeing. Adults with care and support needs should, where possible, live in their own home and only to move to residential care when all options are exhausted. We are committed to developing solutions that support young people with disabilities to find a home and to have the skills or support to manage it.

Nottingham's Housing Strategy, '*Quality Homes for all*', recognises the importance of appropriate housing for people with care and support needs, especially older adults and adults with disabilities. It commits to improving access to suitable housing, such as bungalows, and lifetime homes suitable for older people, as well as developing new independent living schemes, tackling fuel poverty and homelessness and better supporting tenants to engage with their communities.

Nottingham City Homes (NCH) provides housing for around one fifth of households in the city. We will work together with NCH and other housing providers to respond to the housing needs of older and disabled adults, to address the care and support needs of tenants and to engage with local communities.



## Employment

Our local economy needs to draw upon all of the skills and talents in Nottingham. We often fail to see the assets disabled people bring to the workplace. It is vital that everyone can develop to their full potential and that we create an inclusive city where disabled children and adults are not marginalised.

People who are more distant from the employment market, because of a life-long or acquired disability or mental health need, must also be a priority. The *'Nottingham Health, Disability and Employment'* Strategy outlines our intention to support people with the most significant disability-related barriers to work to achieve genuine paid employment. We will embed employment in our approach to promoting better outcomes for adults, including recognising the importance for carers to sustain or gain employment.

## Digital and technology in adult social care

We will make sure we are making the best use of technology in our work with citizens by:

- Making information easily available across services and to citizens
- Enabling people to interact with services through digital channels
- Promoting independence and wellbeing through digital technology and devices
- Working better together with the health services through analysing data together
- Using technology to support colleagues in their work

We will also work with care and support providers to ensure their services make good use of technology to promote dignity, quality and efficiency.

## Working with the health services

Adult social care has long-established partnerships with NHS bodies in Nottingham and has already integrated services where we can better support citizens who have health and care needs:

- Nottingham Health and Care Point provides an integrated contact centre
- Care Delivery Groups embed social workers in GP practices
- We make investments from a shared £36m Better Care Fund with the NHS
- We arrange joint packages of care with the NHS, including within the Transforming Care programme for people with learning disabilities/autism and behaviour which challenges.

We will continue to work closely with our local health services to develop integrated health and care. Our priorities for the next three years will include:

- Supporting urgent and emergency care by strengthening the way people are discharged from hospital
- Using data to support better, more consistent medical decision-making
- Identifying funding sources to support further innovation
- Strengthening our ability to identify people at risk and to intervene with GPs and primary care colleagues

## Approach to funding

We will get the best value from the funding we have for social care. This does not mean paying low prices, it means paying the right prices. We expect good value, but Nottingham will also make sure the funding of care services means employees are properly paid. We will seek efficiencies or use technology to remove unnecessary cost so that we can prioritise staff. We will also ensure that we use our available funding fairly between citizens

– based on need, on what other support options are available and on people’s ability to fund their own care. We will consider value for money in all care and support we fund, either through services we pay for or through Direct Payments for citizens to make their own arrangements. We will regularly review needs and care and support plans so that we can adjust arrangements over time.

## Our approach to meeting care and support needs

There are key ingredients to maintaining a good quality of life and independence. We will develop ways to ensure these are checked at every contact:

- Social – tackling social isolation
- Physical activity – being active for health and wellbeing
- Finances – maximising income, planning for the future
- Housing – suitable home, planning for the future
- Technology – assistive technology, digital inclusion

## Excellence in social care practice

The commitment and knowledge of social care staff is essential. Using a strengths-based approach, we will use our expertise to find creative solutions, to signpost to sources of support and, where needed, we will assess needs and agree care plans with citizens. Social care colleagues will ensure they protect people’s rights, such as safeguarding, where capacity to make decisions is limited and detention under the Mental Health Act.

## Financial Strategy

We have seen a significant reduction in funding since 2012/13, which will continue. Our strategy will demonstrate a model for financial viability by:

- Securing best value in the services we purchase, working with providers to deliver excellent value
- Challenging ourselves to be at the forefront of efficiency
- Shifting investment into prevention
- Maximising external funding, attracting investment into Nottingham, including opportunities afforded by the Greater Nottingham partnership
- The Council’s work to develop the economy of Nottingham, to attract inward investment and thriving business all contributes to fund the care Nottingham citizens will need in the future
- Making the case to Government for Nottingham and for social care.

Without adequate Government funding, Nottingham must make tough decisions about what services it can afford to fund.



## What we offer... and what we ask

We believe that achieving good outcomes within the resources we have available will depend on all of us working differently together.

### Our offer is:

- We will do everything we can to help you live independently. When you need support we will ensure we help you to live your life, meet your caring responsibilities and remain independent
- If you come to us for help, we will treat you as someone with unique talents and strengths which we will help you to identify and use
- If you come to us in crisis, we will work with you to restore your independence and avoid making any permanent decisions until the crisis is over
- We will recognise the caring nature of Nottingham's people and communities and work to connect people and unblock obstacles for our citizens who reach out to help others
- Where people are at risk of harm or neglect we will take account of what you would like to happen in keeping you safe
- Where services are needed, we will ensure that they are of good quality

### Our ask is:

- Look out for others who might be vulnerable and tell us if you think someone is at risk of harm or neglect
- Tell us about anything you are doing or want to do to help others so we can help you to connect others or unblock obstacles
- If you approach us for support, work with us to identify your personal assets and resources as a starting point to meeting need
- If you receive services, tell us if they are not helping you to live your life or if you have any concerns about quality







We are always happy  
to hear from you. You  
can contact us on  
[betterlivesbetteroutcomes@  
nottinghamcity.gov.uk](mailto:betterlivesbetteroutcomes@nottinghamcity.gov.uk)