

## UPDATE OF INTEGRATED ADULT SOCIAL CARE VISION AND STRATEGIES

Report of the Director of Integrated Adult Social Care for Devon County Council.

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Please note that the following recommendations are subject to consideration and determination by the Cabinet (and confirmation under the provisions of the Council's Constitution) before taking effect.

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### 1. Recommendation

That Cabinet be asked to:

- (a) Adopt the updated [Vision and Strategies](#) for Adult Social Care in Devon and approve their publication online in a format that meets accessibility standards.
- (b) Note the forthcoming [Peer Challenge](#) relating to adult social care facilitated by the Local Government Association and the potential for inspection and assessment by the Care Quality Commission in the coming months.

### 2. Background

2.1 The role of our vision and strategies:

- Our [‘Promoting Independence’ vision](#) describes what we are trying to achieve for people who need adult social care services in Devon now or may do in the future.
- It seeks to align to the [government’s vision for adult social care](#), One [Devon health and care system strategy](#), and the [Devon County Council strategic plan](#) whilst articulating the distinctive role and objectives of adult social care.
- Our [‘Promoting Independence’ policy](#) sets the policy framework by which we operate including how we apply statutory guidance in Devon and the [‘Commitment to Carers’](#) underpins our approach to unpaid carers.
- Our [‘Living Well’](#), [‘Ageing Well’](#) and [‘Caring Well’](#) strategies describe how we apply this vision and policy to people aged 18-64, people aged 65+, and unpaid carers.
- Our [‘Annual Report’](#) or ‘Local Account’ assesses our delivery against our vision, strategies and plans each year, using national

surveys, performance information, and activity/cost/spend data to compare with others.

- This will inform our developing [self-assessment](#) for the [Peer Challenge](#) and when the [Care Quality Commission](#) request it to inform their assurance of the local authority's adult social care functions which we expect to first publish on 30<sup>th</sup> June 2023.

2.2 Our vision and strategies were last updated in 2018-19, four years ago, and much has changed since:

- We have been through the Coronavirus pandemic.
- We are facing a cost-of-living crisis.
- Maintaining public and provider financial sustainability is challenging.
- There have been changes in legislation e.g., Health and Care Act 2022.
- There have been changes in government vision and policy.
- We have a new Director of Adult Social Services.

2.3 Our leadership team reviewed what we have published and considered the principles still sound but wanted to test them with other stakeholders who suggested changes in emphasis:

- Beginning with the *Think Local, Act Personal* vision which many people say speaks to them.
- Recognising that people want to live lives with a purpose that is meaningful to them including through employment and volunteering.
- Emphasising the importance of the home and community that people live in, in maintaining their independence.
- Putting more focus on housing with support options as people's needs change.
- Acknowledging that as technology develops, so we must make best use of it including how we deliver care.
- Shifting from long-term care to short-term support that promotes independent living including through reablement, rehabilitation and recovery.
- Understanding that transitions don't just occur between childhood and adulthood but at different stages in people's lives.
- Realising that unless people feel safe and are having their basic needs met, they can't make other changes in their lives.
- Encouraging our own staff and all those who work in the health and care sector to adopt a culture of practice that is based on recognising people's strengths.

2.4 These online documents are important in prioritising the use of resources and shaping service development:

- They inform service users and unpaid carers, the wider public, our providers and partners, and our staff what we are trying to achieve.
- They are referred to by all of our other strategies and plans and help us decide how to deploy our limited resources by setting our priorities.
- They set aspirations we can assess our delivery and performance against, including in our Annual Report.
- They give the Care Quality Commission clear statements of what we are trying to achieve and why to assess us against.
- They give members of the council, especially those on the Health and Care Scrutiny Committee, an overview to inform their activity.
- They inform our decision-making including when deploying our limited resources including budget.

2.5 Our Vision document articulates our aspirations for the people of Devon with adult social care needs:

- People tell us they want to live in the place that they call home, with the people and things they love, in communities that look out for each other, doing the things that matter to them.
- We start with the assumption that the more independent people are, the better outcomes they will achieve, and at lower cost. Once someone is receiving adult care support, they risk their needs escalating unless we work with them, and the people who care for them, to keep them as independent as possible in the place most appropriate to their needs at that time.
- For most people most of the time that will be in their own home which is where people tell us they want to be. For some people some of the time this will be in hospital or specialist settings where we will endeavour to get them home whenever it is safe, working with the independent and voluntary sector and their unpaid carers to do so.
- We are seeking to create and support conditions in which people can lead fulfilling lives as independently as they are able, through being informed, secure and connected:
  - Independent – People who are ambitious about living lives they have choice in and control over.
  - Informed – People who know how they can get the support they need, when they need it, to help with the things that matter most to them.
  - Secure – People who feel safe and confident that they can make the choices they want about how they live.
  - Connected – People who have rewarding relationships and involvement with their family, social networks, and communities rather than feeling lonely or isolated.

2.6 In practice, this vision for promoting independence means:

- Through prevention: creating and supporting the conditions where people and communities help themselves.
- At first contact: effectively meeting people's needs through information, advice, signposting, diverting them from dependence on care services by preventing, reducing, or delaying their need for them.
- In our care management practice: focussing on strengths of individuals, their families and social networks, and their communities to help people help themselves and each other do what matters to them.
- Through short-term interventions: developing the range of services we offer collaborating with NHS partners, extending their reach, improving their effectiveness, and ensuring appropriate access and triage.
- Through long-term services: making the default expectation the maximisation of independence and giving people choice and control over the services they receive from a diverse, high quality, affordable and sufficient market of providers.
- By safeguarding: keeping vulnerable adults in our health and care systems, pathways, and transitions safe.
- With unpaid carers: recognising them as expert partners and supporting them in their role through access to information, training, advice, and support.
- In integration: making independence the key outcome of all services and the core principle of shared culture, preparing people for recovery in all stages of health intervention.

2.7 We express this vision through three strategies that outline where we are, where we want to get to:

- Living Well in Devon
  - For adults of working age who receive or may receive adult social care support during their lives to sustain and/or maximise their capacity for independent living.
  - This includes people with a Learning Disability, Autistic people, mental health needs and/or physical or sensory disabilities.
- Ageing Well in Devon
  - Focuses on the needs of people as they get older, to maximise their capacity for independent living.
  - Many people over 65 years of age may not regard themselves as 'old' and the Ageing Well strategy will therefore not limit its ambition to an arbitrary age.
  - The age range covered by this strategy includes a wide variety of needs from the active and well, to those who will have significant care needs.
- Caring Well in Devon

- Unpaid carers who look after a partner, family member, friend.
- Not all carers will recognise themselves or be recognised as such. Nor will they necessarily have had their needs assessed or be in receipt of a service.

2.8 The key points of our draft strategies are:

- Prevention: People want to engage with services online and tell us they do not have accessible information, advice, and guidance so they have choice and can plan.
- Community: Independence and a good quality of life should be less about services and more about increasing capacity for early intervention and enabling life experiences.
- Housing: People want to be able to access safe and quality housing at the right time, which support positive outcomes and value for money.
- Strength-based and personalised practice: People tell us that they want more personalised and timely support to promote their independence.
- Safeguarding adults at risk from harm: Ensure staff are well trained to support prompt responses to any allegation of abuse and that the public, volunteers and professionals have a good understanding of safeguarding.
- Identify and address inequalities: in our employment of staff and the commissioning of services and in the access to and outcomes of the services that people receive.

2.9 Our proposed vision and strategic aims, outcomes, and priorities are summarised in the following infographic:

<b>Vision</b>	We all want to live in the place we can call home, with the people and things we love, in communities where we look out for one another doing what matters to us				<b>Promoting independence in Devon</b> Our vision for people to live fulfilling lives as independently as they are able by being informed, secure and connected	
<b>Aims</b>	Encourage you to stay well and support you to help yourself. Work with you when you need help through personalised, strengths based support to keep you connected to your community				<b>Living Well in Devon</b> For Adults of working age to maximise their capacity for independent living, including autistic people, people with learning disabilities, mental health needs, physical disabilities and sensory disabilities	
<b>Outcomes</b>	People live independently and safely in their own homes in the community and make informed choices throughout their lives	People are in paid employment where appropriate and have access to volunteering in their communities	People are healthy and live longer in the community	People benefit from strengths based support that focuses on achieving goals		
<b>Areas of Focus</b>	Support people early with targeted information and advice alongside use of community equipment and support	Bolster short term and goal focused enabling support in the community and commission for achievement of outcomes	Increased supported housing opportunities in communities and reduce reliance on residential and nursing care	Change social work culture and practice, increase equipment use and community connections to plan for independence	Improve how transitions are managed at all stages of people's lives	Safeguard adults at risk from harm in ways that meet their desired outcomes
<b>Enablers</b>	Financial sustainability	Workforce development	Service sufficiency and innovation	System working	<b>Ageing Well in Devon</b> Focuses on peoples needs as they get older to sustain their capacity for independent living, including interventions that prevent, reduce and delay care needs	
					<b>Caring Well in Devon</b> Focuses on unpaid carers who look after a partner, family member or friend (Not all people who fulfil a caring role recognise themselves as carer or seek support)	

2.10 The timetable for the development and sign-off of our vision and strategies has been:

<b>Month</b>	<b>Activity</b>
October 2022	Approach and timetable agreed.
November 2022	Initial drafting.
December 2022	First round of engagement.
January 2023	Drafts completed.
February 2023	Launch of 'have your say' for online feedback. (This online feedback facility was available for 2 months.) Second round of engagement. (In total we met with over 20 groups of stakeholders, mainly people who use services and their carers.)
March 2023	Health and Care Scrutiny. Assimilation of feedback.
April 2023	Health and Wellbeing Board discussion. Final drafting.
May 2023	Formatting for publication. Leadership Team sign-off.
June 2023	Cabinet sign-off. Publication.

2.11 Work is now underway on our delivery plans regarding how we plan to get there, and how we'll know which we intend to publish in Autumn 2023. This will be informed by the findings of our Peer Challenge in July 2023.

**Electoral Divisions:** All

Cabinet Member for Integrated Adult Social Care and Health: James McInnes

Director of Integrated Adult Social Care: Tandra Forster

**LOCAL GOVERNMENT ACT 1972: LIST OF BACKGROUND PAPERS**

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BACKGROUND PAPER                      DATE                      FILE REFERENCE

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Nil

APPENDICES: UPDATED VISION, STRATEGIES AND SUPPORTING  
CONTENT

[Home - Promoting independence \(devon.gov.uk\)](http://devon.gov.uk)