

# **Adults Services Directorate Annual Directorate Statement 2022/23**

# Background

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*The services we provide have an impact on every resident and business in the area, not just today but in the future too. We perform best when we are clear about what we are trying to achieve. That's why good business planning is so important.*

Our business planning process sets out how we are going to achieve the aims and priorities we have identified in the Corporate Plan and ultimately how we will work towards a vision of an **open, fairer, greener** North Somerset.

Business planning begins with the Corporate Plan. Everything we do as an organisation should link back to this. The plan guides our work and explains why we are focusing on specific areas. From there, Annual Directorate Statements outline the key commitments of each directorate for the year ahead to show how we will contribute to the Corporate Plan.

Annual Directorate Statements should then be used to inform Service Strategies, Team Plans and appraisals. More information and templates can be found [here](#).

# The Corporate Plan



OUR VISION An open, fairer, greener North Somerset

## Open

We will provide strong community leadership and work transparently with our residents, businesses and partners to deliver our ambition for North Somerset.

## Fair

We aim to reduce inequalities and promote fairness and opportunity for everyone.

## Green

We will lead our communities to protect and enhance our environment, tackle the climate emergency and drive sustainable development.

## Our priorities

### A thriving and sustainable place

- A great place for people to live, work and visit
- Welcoming, safe and clean neighbourhoods
- To be a carbon neutral council and area by 2030
- A transport network which promotes active, accessible and low carbon travel
- An attractive and vibrant place for business investment and sustainable growth
- A broad range of new homes to meet our growing need, with an emphasis on quality and affordability

### A council which empowers and cares about people

- A commitment to protect the most vulnerable people in our communities
- An approach which enables young people and adults to lead independent and fulfilling lives
- A focus on tackling inequalities and improving outcomes
- Partnerships which enhance skills, learning and employment opportunities
- A collaborative way of working with partners and families to support children achieve their full potential

### An open and enabling organisation

- Engage with and empower our communities
- Empower our staff and encourage continuous improvement and innovation
- Manage our resources and invest wisely
- Embrace new and emerging technology
- Make the best use of our data and information
- Provide professional, efficient and effective services
- Collaborate with partners to deliver the best outcomes

## Our values



[Link to the Corporate Plan](#)

[Link to the Action Plan, Performance Management Framework and Strategic Risk Register](#)

# This Annual Directorate Statement

This Annual Directorate Statement gives the commitments that have been made organisational-wide i.e. every directorate will help contribute towards them and those that [Adults Services directorate](#) have made to help achieve the priorities and aims within our Corporate Plan in 2022/23. These commitments are both business as usual/service improvement and transformational to give a 360 directorate view of our activity and progress. Commitments are either directorate wide and so led by the Director Hayley Verrico or aligned to the lead service and led by the Assistant Director or Head of Commissioning, Partnerships and Housing Solutions.

Assistant Director Adult Social Services (Jo Purser)

- Head of Localities
- Head of Early Intervention and Prevention (Sarah Shaw)
- Head of Mental Health, Learning Disability and Transitions (Martin Hawketts)
- Head of Safeguarding and Quality Standards (Jo Baker)
- Principal Social Worker and Principal Occupational Therapist (Ric Orson and Jo Hopkins)

Principal Head of Commissioning, Partnerships and Housing Solutions (Gerald Hunt)

- Head of Housing Solutions (Kay Eccles)
- Head of Commissioning and Strategy (Teresa Stanley)
- Head of Service Development (Fiona Shergold)

Progress against these commitments will be monitored through the 2022/23 Performance Management Framework which includes the directorate's risk register.

# Organisational wide commitments

Progress on these commitments are reported to Directorate Leadership Team, Corporate Leadership Team, Executive members, Scrutiny Panels and to the public.

## Organisational wide business as usual and service improvement commitments:

Our commitment	What is the outcome we expect?
Ensure effective financial management across the directorates including a balanced budget at year end and delivery of MTFP savings.	Budgets are balanced at year end and any identified MTFP savings have been delivered.

## Organisational wide transformational commitments:

Our commitment	What is the outcome we expect?
Deliver the Climate Emergency Strategy and contribute via directorate action plans.	An in-year reduction in the carbon footprint of our area and our organisation, contributing to the long term Climate Emergency Strategy objectives.
Deliver the Joint Health and Wellbeing Strategy action plan for 2022/23.	We will improve the health and wellbeing of North Somerset residents with a focus on those with the poorest outcomes.
Deliver the Empowering Communities and Reducing Inequalities action plan for 2022/23.	We will work with our communities, empowering them to engage with us and helping to reduce inequalities.
Improve the customer journey across all channels by ensuring we have the right tools in place and that residents are well informed and engaged.	Residents are well informed about the services the council offers, feel they are able to influence their development and delivery, and are satisfied with the job we do.
Respond to national policy opportunities in the coming year to tackle inequalities including the Levelling Up Whitepaper.	Ensure that we are responding to national policy changes, mapping to the business planning framework where possible, and delivering specific projects identified.
Develop the directorate transformation programmes for 2022/23 linked in to MTFP planning.	All directorates have transformation programmes in place for 2022/23 which are aligned to the themes set by CLT and contribute to the 2023/24 budget gap.
Ensure we are an inclusive organisation, meeting our equalities duties, and exemplifying our values to act with integrity, respect each other, innovate, care and collaborate.	We will develop an equalities monitoring framework cross council and deliver any identified actions for improvement.
Deliver the People Strategy action plan for 2022/23.	We will deliver our plan for the current and future workforce, including how we will develop the capacity, capability and wellbeing of our workforce, ensuring the effectiveness and efficiency of our services and creating a high-performance culture.
Deliver the actions in the Accommodation Strategy for 2022/23 and embed new ways of working across the organisation.	New ways of working are embedded that allow staff to work flexibly. This improves the work of the council, staff wellbeing and reduces our carbon footprint.
Deliver the Digital Strategy delivery plan for 2022/23.	North Somerset is a digitally enabled area that makes the best use of technology and opportunities to innovate.

# Directorate wide commitments

Progress on the BAU/service improvement commitments are reported to Directorate Leadership Team. Transformation commitments are reported to Corporate Leadership Team, Executive members, Scrutiny Panels and to the public.

## Our directorate wide business as usual and service improvement commitments:

Our commitment	What is the outcome we expect?
Ensure safeguarding is seen as everyone's business.	Everyone across the organisation including elected members are aware of their responsibilities around safeguarding.
Enable people to have independence, access to services, and reduce inequalities.	North Somerset residents have good quality of life and good health and wellbeing.
Ensure we deliver and commission high quality services.	Residents have good quality of life and satisfaction with the services they receive.

## Our directorate wide transformational commitments:

Our commitment	What is the outcome we expect?
Deliver the Adults climate emergency action plan and deliver to timescales.	The action plan contributes to the organisational wide Climate Emergency Strategy and reduces our carbon footprint both organisationally and individually.

# Reablement and TEC pathway commitments

Progress on the BAU/service improvement commitments are reported to Directorate Leadership Team. Transformation commitments are reported to Corporate Leadership Team, Executive members, Scrutiny Panels and to the public.

## Business as usual and service improvement commitments:

Our commitment	What is the outcome we expect?
Provide a TEC service that maximises independence and enables people to remain in their own homes.	There is an increase in TEC usage and more people are at home post-discharge.
Provide a TEC service to residential provider services which promotes health and wellbeing.	Residents have good quality of life and satisfaction with the services they receive.
Provide an effective wellbeing service.	We support people to remain part of their community and reduces overreliance on commissioned domiciliary care services.

## Transformational commitments:

Our commitment	What is the outcome we expect?
Establish a therapy led reablement service, with TEC first approach for the whole community.	Preventing the requirement for statutory services and enabling people to stay in their own homes for longer.

# Housing strategy, homelessness and accommodation shift commitments

Progress on the BAU/service improvement commitments are reported to Directorate Leadership Team. Transformation commitments are reported to Corporate Leadership Team, Executive members, Scrutiny Panels and to the public.

## Business as usual and service improvement commitments:

Our commitment	What is the outcome we expect?
Support more people into settled accommodation.	There is an increase in people with learning disabilities and those in contact with secondary mental health services who are supported into settled accommodation.
Implement the relevant actions in the Housing Strategy	There is timely completion of all relevant actions to increase access to accommodation
Deliver the action plan set out in the Rough Sleepers Initiative round 5 funding bid	The initiatives and funding are actioned and spent to reduce rough sleeping and increase support and accommodation provision
Develop a new Homelessness & Rough Sleeper Strategy	There is a current strategy & action plan which enables a reduction in rough sleeping and those prevented from becoming homeless
Implement the actions in the Homelessness & Rough Sleeper Strategy and contribute to actions in the Housing Strategy	There is a decrease in the number of people who are street homeless and in temporary accommodation.
Provide occupational therapy support for residents who need major adaptations to their homes to support maintaining independence and wellbeing.	There is an increase in people receiving occupational therapy support that will support their disabled facilities grant application.

## Transformational commitments:

Our commitment	What is the outcome we expect?
Contribute to the development of effective housing with support solutions for all adults with care and support needs.	<p>We have a recommendation for the delivery of future Extra Care and Support Living Schemes on a scale necessary to meet our accommodation shift ambitions.</p> <p>We are expanding Connecting Lives.</p>



# Care reform commitments

Progress on the BAU/service improvement commitments are reported to Directorate Leadership Team. Transformation commitments are reported to Corporate Leadership Team, Executive members, Scrutiny Panels and to the public.

## Our directorate wide business as usual and service improvement commitments:

Our commitment	What is the outcome we expect?
Prepare for the CQC assurance visits.	That North Somerset is assessed as delivering a good quality of service provision for the residents of North Somerset.

## Transformational commitments:

Our commitment	What is the outcome we expect?
Develop a market sustainability plan setting out our local strategy for 2022-2025.	The care market understands and is able to respond to the demographic changes and increased demand for adult social care services in North Somerset.
Undertake a cost of care exercise for Domiciliary Care and Residential Care in line with the Government Policy Paper 'Market Sustainability and fair Cost of Care fund'.	To determine a fair cost of care under the social care reforms.
Undertake a demand modelling exercise.	That we understand the self-funder population and their requirement for services.
Implement systems required to deliver care cap reforms.	Delivery of care act reforms in relation to the cap on care costs

# Integrated Commissioning and ICP development commitments

Progress on the BAU/service improvement commitments are reported to Directorate Leadership Team. Transformation commitments are reported to Corporate Leadership Team, Executive members, Scrutiny Panels and to the public.

## Our directorate wide business as usual and service improvement commitments:

Our commitment	What is the outcome we expect?
Contribute to the Public Health and Wellbeing Strategy 2022-2027.	To improve the health and wellbeing of residents in North Somerset by contributing to the actions in the action plan.
Review and refresh the Market Position Statement.	We understand the market and support future increases in demand for services.
Contribute to the Joint Strategic Needs Assessment.	To develop commissioning strategies that are data and evidence led.

## Transformational commitments:

Our commitment	What is the outcome we expect?
Contribute to the ICP development and ensure North Somerset has a voice.	Housing and social care voice is active in the delivery of ICP Partnership arrangements.
Contribute to the Inequalities and Empowering Communities transformation board and deliver the associated projects.	To understand the capacity of the voluntary and community sector in support of maximising the opportunity for people to remain part of their communities.
Creating opportunities for people to have fulfilling activities during the day that meets their care needs and improves their wellbeing.	Supports quality of life for residents and satisfaction with the services they receive.
Establish PAMMS (Provider Assessment and Market Management Solution).	To ensure Quality Assurance Frameworks and Data sets are in place.

# Operational Service Development commitments

Progress on the BAU/service improvement commitments are reported to Directorate Leadership Team. Transformation commitments are reported to Corporate Leadership Team, Executive members, Scrutiny Panels and to the public.

## Our directorate wide business as usual and service improvement commitments:

Our commitment	What is the outcome we expect?
Embed Strength Based Assessments.	Strength Based Assessments are part of practice.
Further embed an effective transitions pathway.	There will be a seamless transition and needs led support and services for young people.
Ensure a consistent Quality Assurance Framework.	People receive consistent, quality services.
Ensure people have a variety of options for accessing information and identifying solutions.	People can get the right advice and information more quickly and conveniently.
Ensure people have a variety of options for accessing assessments and support.	People can get support at the right time in the right place with the right person.
Improve the timescales of people that have been waiting for services as a result of Covid-19 and the increase in demand for adults social care assessments.	Improvement to timescales.
Ensure carers are supported.	Carers have access to information and services to support them in their caring role.

## Transformational commitments:

Our commitment	What is the outcome we expect?
Ensure an effective and robust response to adult's safeguarding concerns by establishing a centralised Safeguarding Team.	We are able to safeguard the wellbeing of our residents including young adults coming through the transitional pathway.
Deliver the ConnectED partnership programme, in collaboration with Bristol Council, South Gloucestershire Council and Bristol University (positive behaviour change).	Embedding best practice research for service development and improvement across the directorate.

Queries to [business.planning@n-somerset.gov.uk](mailto:business.planning@n-somerset.gov.uk)

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