

Meeting of:	Executive
Date:	24 October 2024
Council Priority:	Fairer Together/A safe place to call home/Community Wealth Building/Healthier Islington
Wards:	All
Report of:	Executive Member for Health and Social Care

Subject: Adult Social Care Accommodation Strategy 2024 - 2034

1. Recommendations

- 1.1. To endorse the strategy.
- 1.2. To deliver the commitments and work with partners to fulfil the commitments in the strategy.
- 1.3. To note that the strategy links to, and aligns with, the Council's Strategic Asset Management Plan.

2. Report Summary

- 2.1. This is the first Adult Social Care Accommodation Strategy.
- 2.2. The strategy is underpinned by a whole council approach. The Adult Social Care and Estates Steering Group have helped shape the strategy, which includes senior representation from Adult Social Care, Homes and Neighbourhoods and Community Wealth Building.
- 2.3. The strategy encompasses the range of settings in which Islington residents receive care and support including preventative interventions. These include general needs housing as well as bespoke accommodation.
- 2.4. The strategy outlines our commitments to preventing need, more effective use of resources and increasing capacity to meet the care and support needs of residents. It links to the Adult Social Care Market Position Statement.
- 2.5. This report provides an overview of the development of the strategy, the strategic priorities and the plan for implementation.

3. Details of the proposal

3.1. Strategic Vision

The Accommodation Strategy's vision for Islington residents is to live healthy, fulfilling, and independent lives in a safe place they call home. We will support residents with care needs to remain as independent as possible in their own home. Where this is no longer possible, we aim to support residents in bespoke, high-quality accommodation-based care services, as close to home as possible, helping to maintain links with their communities and support networks.

The vision aligns with the Islington 2030 plan and the Adult Social Care vision.

3.2. Approach

The development of the strategy was led by Adult Social Care Strategic Commissioning and Investment team.

Coproduction with residents has been at the heart of developing this strategy with 110 residents contributing through engagement activities. The strategy aligns with the Adult Social Care "I" and "We" statements which were also coproduced with residents. The people and services who support Islington residents have also informed the guiding principles and strategic priorities.

The strategy has also been developed in collaboration with key partners across the Council, including Adult Social Care, Homes and Neighbourhoods and Community Wealth Building.

The All-Age Mental Health Partnership Board and the Learning Disabilities Housing Subgroup were consulted during the development of the strategy.

3.3. Key commitments across the Council

The strategy, responding to what residents have told us, focuses on 4 priorities. Adult Social Care commit to working jointly with partners to deliver the commitments under each priority to achieve the vision:

3.3.1. Promote strengths-based approaches to maximise independence and prevent need.

Our first priority is to support people to remain within their own homes and communities. To achieve this, we will:

- Support our communities to be resilient, inclusive and safe.
- Design homes with the changing care needs of our tenants in mind.
- Develop and promote innovative models of care and support to prevent use of more institutional forms of care.
- Enable residents to move between higher levels of support to greater independence at the right time for them.

3.3.2. Maximise use and potential of existing capacity

Islington provides a range of services. We must work together to ensure we are making best use of the resources we already have. We will:

- Implement effective processes and guidance for effective, creative and fair use of resources.
- Identify opportunities to improve our existing building stock and embed technology to create enabling environments. This will include ensuring our day centres, supported living and care homes are fit for purpose and achieving the best results for our residents.
- Work with residents, providers of housing and care and multi-disciplinary partners to continuously improve and enrich the offer, developing our services to be more inclusive, culturally sensitive, safer, more responsive and enabling.
- We will provide clear information and advice to guide choices and reassure our residents.

3.3.3. **Develop new capacity**

Islington is underserved by a number of services. We are committed to:

- Work towards the completion of schemes which are currently under development.
- Develop processes which create opportunities to maximise use of our estates to meet need.
- Work creatively with housing and care providers and our North Central London network to develop services to meet residents' needs.
- Continue to give voice to residents and carers to shape the offer in line with principles of inclusivity and accessibility.

3.3.4. **Develop our evidence base to support service development**

- Accurate information about our services and the residents who use them will continue to help us to develop services that are responsive to the needs of the population now and in the future. We will work to improve the reliability of our intelligence.

3.4. **Measuring Impact**

We will know we have achieved our vision if we see improvement against the following measures. These metrics have been developed with Public Health to ensure that data can be compared to current performance over the lifetime of the strategy.

3.4.1. **Residents are supported to maximise independence in their own home.**

We will know if this is happening if the proportion of residents drawing on long-term social care living in residential care homes decreases and the proportion supported to remain in their own home increases.

3.4.2. **Residents receive care and support closer to home and their support networks.**

We expect to see a reduction in the percentage of residents living in out of borough placements. The average distance from home will decrease.

3.4.3. **Residents are receiving the right care in the right place.**

We will know this is happening if:

- The proportion of patients delayed in hospital is reduced. We are working with the Integrated Care Board to collect borough level information regarding the number of people who are delayed in hospital due to lack of care home availability.
- The proportion of residents who tell us in their care and support plan review that their accommodation is suitable to help meet their needs and outcomes.

3.5. **Governance**

An implementation plan will support the delivery of the strategy. This will not be published and will be a live document that will be adapted over the life of the strategy. The service level Adult Social Care and Estates Steering Group will drive and monitor progress of the strategy. The group is chaired by the Director of Strategic Commissioning and Investment. The steering group will regularly provide updates to the Adult Social Care Senior Leadership Team, the All Age Mental Health Partnership Board and the Learning Disabilities Housing Sub-Group, and colleagues in Homes and Neighbourhoods and Community Wealth Building as required.

To ensure that delivery of the Adult Social Care Accommodation Strategy remains a key element of the Council's Strategic Asset Management Plan, the Adult Social Care and Estates steering group will link with the Capital Asset Strategy Board.

3.6. **Published format**

The Adult Social Care Accommodation Strategy will be published on the Council's website. The format will also enable printed copies of the executive summary should they be required. Once the strategy has been approved, the Council's design team will design the strategy to make it more accessible and visually engaging for publication.

4. Key impacts and risks of the proposal

- 4.1. The strategic approach is to work as one council to maximise the independence of residents with care and support needs and to improve care and support for those who are no longer able to live in their own homes.
- 4.2. There is no risk attached to any of the commitments. Future opportunities identified as part of this approach may have their risks which will be considered as and when they arise.

5. Contribution to the Islington Together 2030 Plan

- 5.1. The strategy contributes to the “Healthier Islington” mission, maximising independence and wellbeing through quality care and support services.
- 5.2. It also contributes to “A safe place called home” mission. The strategy will enable residents to live healthy, independent and fulfilling lives by ensuring people have access to the least restrictive support in a place they can call home.
- 5.3. The first strategic priority is to promote strengths-based approaches to prevent need, aligning with the Council’s commitment to tackle inequality through early intervention and prevention. Moreover, the strategy outlines a commitment to coproduce services with residents with care and support needs and the people who support them to develop person centred services.
- 5.4. The strategy forms part of the council’s Strategic Asset Management Plan. It reflects cross council commitment to make best use of the council’s resources and assets to meet need in the borough, aligning with the “Community Wealth Building” mission.

6. Implications

6.1. Financial Implications

- 6.1.1. The objective of this report is to gain approval for the proposed strategy, which aims to improve the accommodation offer for Islington residents who draw on care and support services. This strategy will form part of the suite of documents in the Council’s Strategic Asset Management Plan.
- 6.1.2. The four priorities proposed in section four are intended to promote
 - strength-based approaches to prevent need
 - more effective use of resources
 - improved processes and ways of working in the council to
 - Collaborative service development with residents and providers
 - The identification of funding and other opportunities to develop capacity
- 6.1.3. The commitments under each priority are either already costed or will be resourced from existing budgets. Any cost implications of any future opportunities identified will be considered and approval sought as required.

6.2. Legal Implications

- 6.2.1 The recommendations made in paragraph 1 of this Report, are a decision to be made on the client commissioning officer’s business case on supported living regarding housing for Adults with disabilities who want to live independently but may need some help and support in accordance with the council’s Constitution, Part 6 Article 1.7B (for “Light Touch” Services (section 2.2), Concessions (section 2.3) and Works Contracts with an estimated whole life value of 500k revenue or £1m Capital, excluding VAT).

- 6.2.2 Under the Care Act 2014, the council (and its partner agencies) has a statutory duty to deliver comprehensive, integrated Care Quality Commission (CQC) Regulated and Non-CQC Regulated Adult Supported Living Placements for the London Borough of Islington from private market development, including non-commissioned and leased provision.
- 6.2.3 This duty entails the provision of care and housing support which allows for and reflects individual choices, and the council has the lead role in planning to meet local demand for supported housing. To be effective, the council needs to plan strategically to ensure that supply aligns with the current and future supported housing needs of vulnerable people in its area.
- 6.2.4 The decision to approve this statutory procurement is reserved to the Executive. The decision is however supported by Legal Officers who will support the commissioning officer with the requisite contractual arrangements for the said procurement.

6.3. **Equalities Impact Assessment**

- 6.3.1. The council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant protected characteristic and those who do not share it (section 149 Equality Act 2010). The council has a duty to have due regard to the need to remove or minimise disadvantages, take steps to meet needs, in particular steps to take account of disabled persons' disabilities, and encourage people to participate in public life. The council must have due regard to the need to tackle prejudice and promote understanding.
- 6.3.2. An Equalities Impact Assessment Screening was completed and a full Equalities Impact Assessment is not required in relation to this report, because the impact of the strategy will be positive for residents, in particular for those with current and future care and support needs.
- 6.3.3 **Environmental Implications and contribution to achieving a net zero carbon Islington by 2030**

This Strategy will have no environmental implications.

7. Timetable for implementation

- 7.1. Work towards achieving the commitments is already underway. However, a detailed delivery plan will be developed in quarter 3, 24/25.

7.1.1. The plan will be monitored via quarterly meetings of the Adult Social Care and Estates Steering Group for the lifetime of the strategy.

Appendices:

1. The Adult Social Care Accommodation Strategy
2. Accommodation Needs Assessment
3. Extra care Needs Assessment

Report approval:

Authorised by: Executive Member for Health and Social Care

Date: 11 October 2024

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