

# North West ADASS Care 2030 Strategy

# Welcome to the North West ADASS Care 2030 Strategy. Our long-term plan for adult social care in the North West.

## Our ambition is that everyone, regardless of who they are or where they live, can live every day in the best way possible.

We are faced with many challenges. Our traditional approach of meeting people's needs is no longer sustainable and, for many, no longer desirable. Demand for care and support continues to grow whilst we are faced with enormous financial challenges in local government. We are at the point now where we can no longer expect small changes to make the difference required to meet needs, balance the budget and at the same time provide a personalised service to people.

The Corona Virus pandemic demonstrated the professionalism and commitment of those working in adult social care as well as families and carers; it also compounded and often crystalized some of the issues facing adult social care such as funding, parity with the NHS and our workforce challenge. The need to take a transformative approach has never been clearer.

We have been presented with a huge opportunity to rethink, redesign and reorientate care. Rather than simply reinforcing and protecting what we have, we have an opportunity to do something fundamentally different.

We need a new way which focuses on community health and wellbeing. We need to move away from outdated and impersonal models of care and instead create ways of supporting people which aim to maintain health and wellbeing; which are rooted firmly in the communities where people live; and, are fundamentally based on an 'asset' approach. We need a diverse range of high-quality services which seek to respond to people's changing needs, and which support local employment and community wealth. We need people to work in social care who have the right values and the skills to meet people's needs in different ways.

We have the chance to reimagine the care that we all want for ourselves and our families. Care and support that meets our needs and wants. To design care that is fit for the future and ensure every day is the best it can be.

**Stuart Cowley, Chair,  
North West ADASS**

## › Our Vision

# Every day, the best it can be.

We have a vision for people in the North West where every day is the best it can be. Where people live happy, healthy lives; able to live in their community with the support of family and friends and making best use of the things available to them in their neighbourhood. When more help is needed it starts with a conversation about what makes a great day for them, and builds upon the things in their life which enable them to live happily at home, and is met in ways to suit them by brilliant caring people.



## ► Co-production

### We will involve people

What the region does to transform adult social care over the next 10 years must be done with people. People who use services or will use services in the future, their families and carers must influence and be part of the process of transformation. We want to change the conversation with people to make it about them and what helps make their day great. This is our starting point. We want a different conversation with people, communities, providers of care about what makes a great day and how they are supported to have one.

Similarly, we must involve people and organisations who can assist the region on that journey by creating new partnerships and relationships which go beyond current approaches. Co-production and involvement will be inherent to all of our work and we will develop a strong regional approach to ensure this happens. We are keen to work with people and organisations to achieve this ambition.

Our vision and long-term themes were developed with the involvement of a range of people from across the region and different organisations. We involved people who uses services, their families and carers as well as providers of adult social care services.

**We want to change the conversation with people to make it about them and what helps make their day great.**



## ► Essential features

There are several essential features which run throughout our vision and priority outcomes and which go beyond just adult social care but which are integral to achieving our vision. No single delivery mechanism will deliver these, rather these could and should feature across the delivery plans for all of the region's work. These features will start out as expectations but will become embedded within our work either through influencing others or through direct delivery.

### People's homes matter

Good housing is a key determinant of health and wellbeing. It is also a key determinant of people's sense of home and community. It is clear through work done nationally and regionally that housing should feature heavily in any future development of adult social care as a means of helping people to stay fit and well and living independently at home. We must actively work with social landlords, house builders and planners in thinking about and designing future models which help people to live at home.

### Local communities hold the key

Closely linked to housing is community and place. People tell us they want to stay at home, living in their community close to their friends and family. If people are to be supported at home for longer then the answers lie in the community where they live, and the people and things present in that community (often referred to as the community assets). We will work as one with health, community and voluntary sector organisations and people to develop 'asset' based approaches to community health and wellbeing centred around people and the place they live.

### Adult social care has enormous community wealth potential

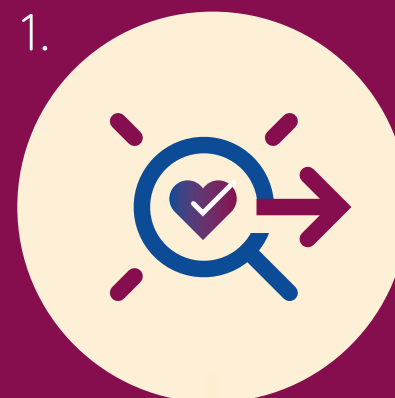
Adult social care is a key contributor to the North West economy. Currently contributes £5.19 billion per annum to the economy and this will only increase as demand for services continues to rise. There are currently 215,000 jobs in the North West to care for people aged over 65 and it is estimated a further 110,000 jobs will be required over the next 15 years if demand continues. It is a major local employer and any expansion of social care means new businesses, new job opportunities, increased tax contributions and a significant net contribution to the local and national economies. Adult social care provides an economic anchor for communities and has potential to play an even greater community wealth generating role.

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## > Our Strategy

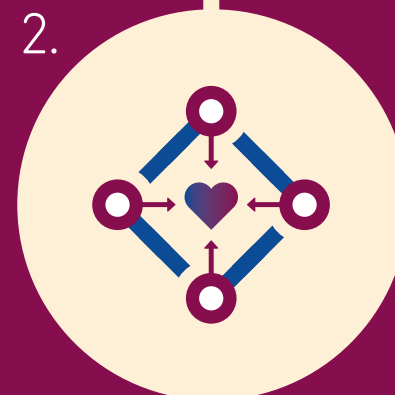
To achieve our vision, we have identified three priority objectives for 2030. These themes are derived from what we know are important from our analysis and discussions and identified as the essential elements to achieving our vision.

1.



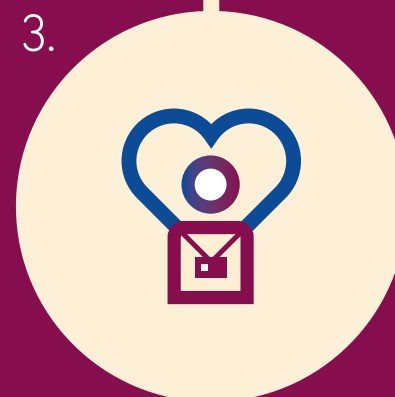
### Future Models

2.



### Future Markets

3.



### Future Workforce





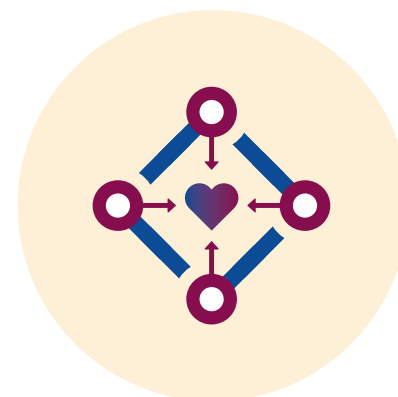
1.

**We will develop new ways of supporting people so that they can live the life they want in their community**

'Future Models' will focus on identifying and testing new models of care. 'New Models' is a broad term which refers to the ways in which we will meet the tri-challenge of cost, demand and person-centred care. In other words, the things that will help keep people living the lives they want at home, in their community with their friends and family for as long as possible.

'Future Models' will start with people, their home, their community and their friends and family. It will mean by 2030 there will be less reliance on care homes and there will exist an exciting patchwork of activities, services and products to choose from which will include grassroots, community and voluntary activities, integrated health and care services, new housing and residential models, digital and technological solutions.

The three priority objectives will be achieved through a variety of means, organisations and networks. All three are closely related and dependent on the other.



2.

**We will create a diverse and high-quality market for social care which is ethical, builds community wealth and offers greater choice.**

'Future Markets' ensures there are the right numbers and types of providers and organisations that can meet people's needs. 'Future Markets' refers to all organisations who provide services to people including Public, Community and Voluntary and Private Sectors.

By 2030, a diverse and colourful market will exist with a multitude of organisations, business models and sectors represented. We will create the conditions to enable organisations that are ethical, community-based and local wealth builders to be at the heart of a market which focusses on achieving outcomes for people and enabling them to lead the life they want. Resilience will be inherent to this future market as new models of care will lead to a proliferation of smaller community-based providers and a less concentrated market.



3.

**We will develop a high-quality and caring workforce so that people will be supported and cared for in the right way by brilliant and caring people**

'Future Workforce' aims to ensure we have enough people working in care (paid and unpaid) who have the right skills, knowledge and values to provide the type of support people will need and want. Unpaid carers will be highly valued and supported and people will follow positive 'asset' based and personalised approaches to care and support.

By 2030 adult social care will be an exceptional career choice for people in the North West. Our paid workforce will be valued, well trained and have clear career paths to follow regardless of the type of service or organisation they work for made possible by end-to-end academy-style approaches to recruitment, retention and development. The idea of 'One Workforce' will permeate our health and care system, further blurring organisational boundaries and creating dynamic, integrated multi-disciplinary and multi-organisational teams.



**Projects will have regional significance, be scalable, support local authorities with their own transformation and seek to further our collective knowledge and thinking.**

## Achieving our Vision

Our strategy will be overseen by the NW ADASS Executive and three Care 2030 Programme Boards covering each of our three objectives – Future Models, Future Markets, Future Workforce.

Each Programme Board will develop its own three-year rolling plan and will be chaired by a lead Director of Adult Social Services and supported by the NW ADASS Programme Director and Team. The groups will be partnerships. They will include a range of people, organisations and sectors who can contribute to achieving our vision and objectives. People who use services will be invited to be part of the groups and play an active role in influencing the work.

The role of the Care 2030 Programme Boards is to establish projects and areas of work which aim to achieve our vision. Projects will have regional significance, be scalable, support local authorities with their own transformation and will seek to further our collective knowledge and thinking.

## Policy Networks and Advisory Groups

The work of the Programme Boards will be supported by a range of regional policy networks who will provide policy and practice expertise. Many of these policy networks are already well established

An informal regional network of people who use services, their families, informal carers, friends, people who will need services in the future and other interested people will be developed to play a key role as a North West People's Future 'think tank'.

A BAME Advisory Board will provide advice and guidance relating to our BAME workforce and communities.

We will establish a productive partnership with providers and seek their involvement through the Skills for Care Provider Network.





## Sector Led Improvement

Our Sector Led Improvement (SLI) programme is an important aspect of our regional work and focusses on improving adult social care operational effectiveness. The SLI Board will support the achievement of our vision by testing out and supporting the practical implementation of transformative approaches in localities as well as continuing to support every-day improvement in areas such as safeguarding, commissioning and integration with health. SLI is a mainstay of regional work and means that local authorities are challenged and supported by their peers. SLI approaches will be incorporated into our long-term transformation programme.

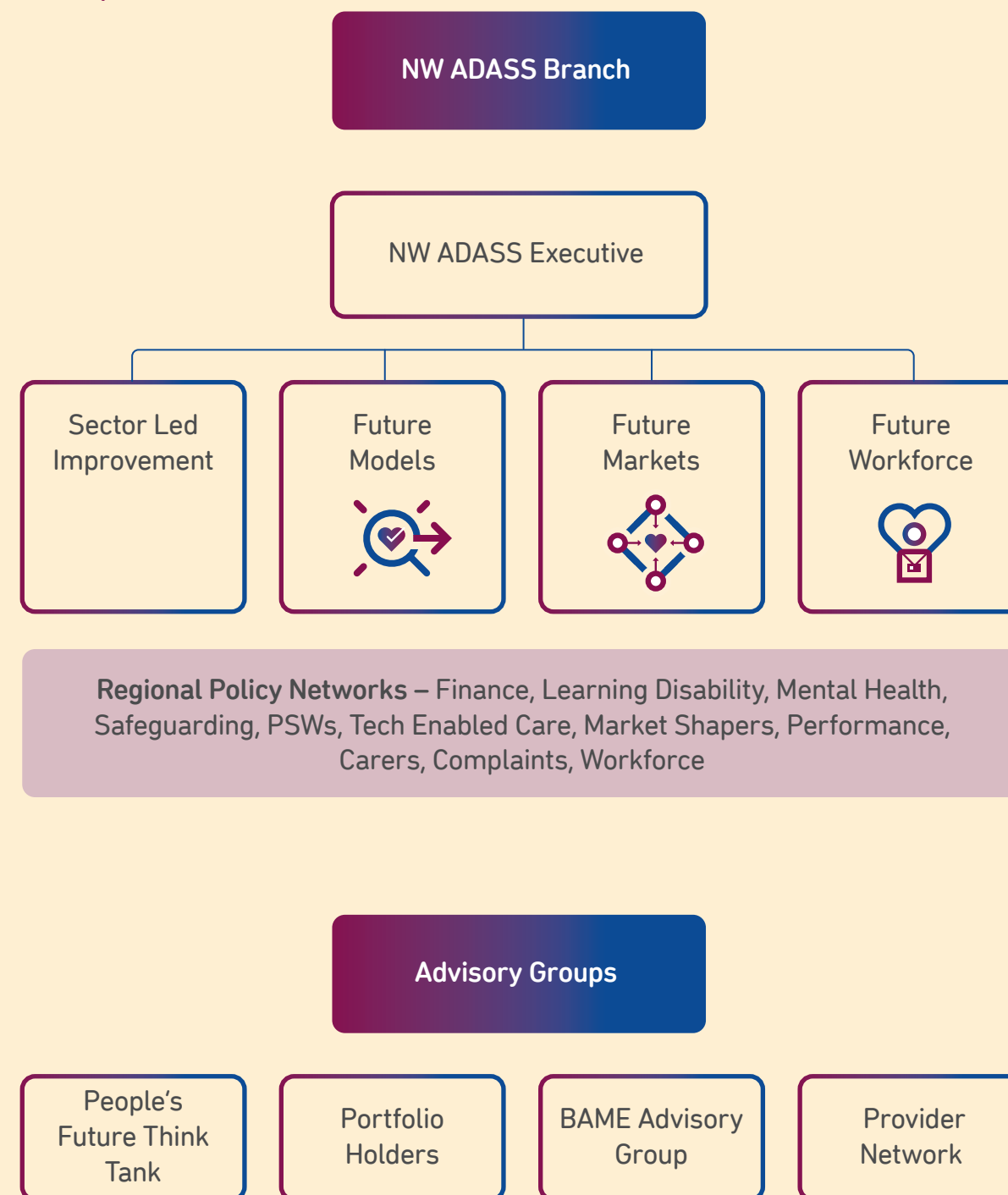
**We will establish a Black, Asian and Minority Ethnic Advisory Group to ensure inequalities in the workplace and across care and support are tackled.**

## This is a collaboration

Involving people and organisations will underpin what we do. We will work with a range of people and our regional and national partners to help us to achieve our vision.

- We will form a new 'People's Future Think Tank' which will bring together people who have care and support needs and those who use services, their families and carers to guide our work and to keep what we do rooted to the needs, aspirations and experiences of people.
- We will continue to develop and strengthen relationships at regional level with our colleagues in the NHS to ensure we integrate across health and care where this adds value.
- We will strengthen the work we do with adult social care providers through Skills for Care
- We will continue to work with Elected Members from each of our 23 local authorities to strengthen our accountability.
- We will establish a Black, Asian and Minority Ethnic Advisory Group to ensure inequalities in the workplace and access to care and support are tackled.

## North West ADASS Regional Structure and Groups





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