

HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker	Cabinet
Date:	10 October 2023
Title:	Adults' Health and Care Directorate 5 Year Strategy Refresh
Report From:	Deputy Chief Executive and Director of Adults' Health and Care

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Purpose of this Report

1. The purpose of this report is to seek Cabinet approval to the refreshed 5-year strategy for Adults' Health and Care that links to a reaffirmed Vision that is focused on maximising people's independence and their quality of life.
2. The report outlines the current operating context for the Directorate and headlines a range of challenges that the Strategy needs to cover off/contend with, including service demand, complexity of conditions, workforce, partner and provider issues and the significant financial funding pressures.
3. The refreshed Strategy, which is broken down into three themed areas, confirms any number of ambitions to be pursued and delivered on over the next 5-year period, recognising the importance of prevention and demand management, but also transformation of services and the relentless operational pursuit of effective strengths-based practice as the main ways in which overall demand and demand for paid for services can best be contained.

Recommendation(s)

4. It is recommended that Cabinet:
 - a) Note and endorse the reaffirmed Adults' Health and Care Vision which is focused on maximising independence and people living long, healthy, and happier lives.
 - b) Acknowledge and approve the accompanying refreshed five-year Strategy which focuses on prevention, independent living at home and facilitating or directly enabling accommodation solutions, and a Strategy that complements Hampshire 2050 and the current corporate objectives for the Council.
 - c) Endorse the target achievements that the Strategy is aiming to deliver on, but noting the context in which the Directorate is working and the extreme challenges in regards service demand, workforce, finance and the

dependencies and required contributions from partners, providers, and the VCSE, as well as other parts of the County Council.

- d) Note the development and importance of other related documents that together form a suite of significant Directorate publications that will guide and influence our future actions and activities to support our population, work with partners and provide guidance to our providers e.g. service specific Market Position Statements (MPSs).

Executive Summary

5. This report reaffirms the Adults' Health and Care Department Vision that is focused on maximising people's independence and their quality of life and outlines how the Vision is underpinned by a refreshed five-year Strategy that confirms the exceptionally challenging context in which we are working but positively highlights a number of service areas that we have high ambitions for and will target progress, transformation, and improvement over the coming years.
6. The Strategy will be underpinned by five Market Position Statements (MPS's) covering key service areas that we have developed and updated jointly with key stakeholders including providers of services for the different areas.
7. A business plan for 2023/24 has also been developed and this will help ensure that continued strong progress is made towards the stated Vision and in respect of the Strategy aspirations. The business plan, and in particular the associated performance management arrangements that are in place will also help the Directorate to robustly understand its standing in a range of different service arenas that are due to be 'tested' as part of a new Care Quality Commission (CQC) self-assessment process that is due to be formally introduced across local government next financial year.
8. The business plan and the refreshed Strategy strongly link to the Council imperative of working to a balanced budget and in that regard SP23 and SP25 savings and other key transformation initiatives linked to technology, digital and the transition to Care Director (our new Directorate care management system) are all explicitly covered off.
9. Additionally, the Strategy complements Hampshire 2050 ambitions in different ways with the two Directorates in particular working closely together on Accommodation proposals covering in-house HCC Care services and key Extra Care and Supported Living projects that enable older and younger adults alike, to live independently but with care provision on hand.
10. The challenging operating context including increasing service demand, system pressures (community and hospital alike), workforce availability, market sustainability/volatility and of course the significant and increasing pressures on public finances (covering the local NHS as well as HCC) is clearly acknowledged and has influenced the content and narrative across the documents.
11. The refreshed Strategy is again built around our work that we can neatly attribute to three key pillars; Prevention (incorporating Demand Management), Living Independently at Home, and Accommodation Based

Services. It incorporates a stronger than ever focus on Prevention and Demand Management activities in recognition of the fact that funding for services is increasingly only able to be directed to the most vulnerable adults in society and where statute demands. From a Directorate standpoint, we are working relentlessly at an operational level to ensure that we consistently and successfully apply a strengths-based method of operating. This is fundamental to our Vision of wanting (and needing) to maximise people's independence.

12. The Vision and 5 Year Strategy has been developed over the past year with input from the Directorate Management Team (DMT), senior managers, service user forums, and an external Strategy working group that includes several key stakeholders representing different parts of the Adults', Health, and Care landscape and the NHS and the Voluntary Community and Social Enterprise (VCSE) sector.
13. The supporting MPS's are intended to help the Social Care market to better understand our ambitions and direction of travel in specific service areas such as help to live at home, residential and nursing care, learning disabilities and autism, physical disabilities, and mental health. They give providers clearer certainty over a medium-term period and allow the Directorate to make clear and transparent commitments to providers demonstrating our desire for maintaining and further developing mutually strong two-way relationships.

Contextual information

14. The main responsibilities of Adult Social Care are set out in three pieces of legislation; the Care Act 2014, the Mental Health Act 1983, and the Mental Capacity Act 2005. As the overarching piece of legislation, the Care Act 2014 extended existing and laid down responsibilities including:
 - promoting well-being
 - protecting (safeguarding) adults at risk of abuse or neglect
 - preventing the need for care and support
 - promoting integration of care and support with health services
 - providing information and advice
 - promoting diversity and quality in providing services
15. The strategic context that Adults' Health and Care is currently operating in is well trailed. In looking forward, especially over the next 3-5 years (and arguably longer) it is expected that the different challenges faced by the Directorate will increase, most notably because we expect to see a continued rise in the proportion of people aged 65 and above and we know that care demands, especially in the area of Complex Dementia, are set to rise significantly year on year. Many other factors, as headlined in the Executive Summary will all combine to mean that the challenges we face and the external scrutiny of our performance (especially by CQC), will inevitably increase throughout the refreshed Strategy period.

16. Against this backdrop and the responsibilities laid down within the Care Act 2014, continuing to set a clear direction for staff, for partners and providers and for existing and potential future service users and their families/friends remains essential, especially if future advice, help, and support services are to sustainably meet higher quality thresholds.
17. In terms of our operating environment, demand for advice, help and support continues to increase, partly driven by an ageing population and partly because of the increasing number of children and younger adults with highly complex needs that are surviving into old(er) age. In the next 5 years the number of people aged 85-89 is set to rise by 16.3% (5,076) and an increase of 20.6% (4,421) in those aged 90 and above.
18. We know that the pressures on public finances are set to continue with the Country dealing with the on-going financial impacts of the Covid Pandemic, and cost of living/inflationary rises. In simple terms, we know we are going to have less money in real terms to pay for Adult Social Care over the coming period, but we also know that our partners, including the local NHS, are in an even more perilous financial position so there will be wider knock-on impacts for services and out of hospital community capacity.
19. The financial challenges for the Directorate are immense. Circa 80% of our near (net) £500m budget is spent on front line services with the vast majority on services provided by independent providers. On top of rising service demand, cost rises in the social care market are regularly significantly above inflation and the impacts of having to meet ever increasing external care provision costs is a major factor in the level of overall financial support required by the Directorate.
20. Factor in the unprecedented challenge that is SP25 (a £47m savings requirement by 2025/26), and we are close to the perfect financial storm even after accounting for some one-off monies from Government in the form of a market sustainability fund allocation (£7m this year) and a Hospital Discharge Fund for HCC of some £3.9m in 2023/24.
21. The proposed Cabinet approved capital investment in the HCC Care older adults' portfolio which is subject to a formal 10-week public consultation and is just over a month from its conclusion, will help to contain revenue costs for clients requiring long-term care placements into the future. As welcome as this will be if it is ultimately approved, the investment covers a small fraction of our overall service delivery and is thus not going to make a material financial contribution to our future revenue spend, in overall terms.
22. Of perhaps greater importance is that the investment proposal (if delivered) will widen the influence of our HCC Care in-house service operation, and looks a sound one, both as a means of better containing costs but also to ensure suitable provision exists in specific Hampshire locations given the continued independent sector vulnerability and uncertainty.
23. Whilst cost containment is clearly an issue for providers, they, like us, are also struggling to recruit and retain a skilled workforce in the face of competition from other parts of the economy and from the general availability of labour – the latter, partly a consequence of BREXIT but possibly more so,

due the profound effect that the Covid Pandemic has had in so far as it has changed the face and nature of the employment market. It is estimated that the overall workforce needs to increase by as much as (an unrealistic) 20%, whilst also arresting the significant annual turnover of staff within the sector. Additionally, over the next five years due to the increase in the number of older people, higher demand for mental health services and increasing numbers of younger adults with learning and physical disabilities. The success of our preventative work including how we can achieve even more from the contribution technology can make, and our various transformation projects will be key to finding alternative ways of providing help and support, to maximising independence wherever possible and to minimising increased calls to increase workforce levels.

24. Our public sector partners, particularly the two NHS Integrated Care Boards serving Hampshire residents and the raft of NHS providers including 5 Acute hospitals, are also facing similar demand, operating, workforce and financial challenges. Although this having the effect of bringing different systems closer together, the degree of financial pressure felt by the local NHS is unprecedented and this will inevitably impact on the Directorate and the County Council regardless of how successful we are with our stated programmes of work.
25. Collaboration and integration aspirations will continue to be pursued where it is sensible and possible to do so but there has not been a great deal of success in the latter area over the recent years and given the present landscape it will be essential that any potential formal joint arrangements going forward will be guaranteed to be governed locally.
26. The pressure on partners also extends to the VCSE who are also feeling the squeeze on their own finances as sources of income from the NHS and local authorities continue to reduce in overall terms. A tighter strategic arrangement between the Directorate, the NHS and the VCSE is developing and will aim to prioritise key areas where the VCSE can best support the statutory organisations and will better allow for scarce HCC and NHS monies to be directed to these areas with reduced bureaucracy and reduced duplication helping to minimise the impact of less real terms funding support.
27. The Vision and refreshed Directorate Strategy that has been developed, responds to all that is set out above and sets out our approach to managing demand, to maximising independence and to providing support to the most vulnerable. As we look to make progress with the refreshed Strategy over the next five years, we will continue to do so collaboratively and in consultation with those who use our services, including service users, service user forums, carers, the VCSE, partners and providers.
28. We will also work closely with other parts of the County Council as there are some key dependencies and contributions required to enable the different ambitions to be realised, including new and/or improved I.T capability, better joint commissioning with Children's and Public Health and the specialist involvement of property services as we look to modernise and expand our direct service estate. Additionally, tighter working with Hampshire 2050 will

ensure that the work of the Directorate and the support required corporately will be in strict alignment.

The Vision

29. Our Vision remains for Hampshire residents to live long, healthy, and happier lives with the maximum degree of independence as possible. The Vision will be achieved by 'encouraging people to stay well', by 'supporting people to help themselves' and by 'carefully working with people when they need the County Council's help.
30. The Vision builds on half a dozen years or more of positive and improving strengths-based work. It places a heavy emphasis on prevention (people staying well), with a strong read across to the recently approved Public Health Strategy and pushes further and harder at our strengths-based work by pointing people, partners, providers, and our staff to play to people's strengths in the expectation that greater, no, or low-cost contributions will come from family, friends, and local communities. This is a key mechanism by which greater independence, community cohesion and resilience can be affected at the lowest overall cost to the public purse.
31. The Vision continues to respond to the County Council's responsibility to promote well-being, to prevent the need for care and support and to provide information and advice, all ahead of providing paid for services.
32. Every piece of credible evidence points to people wanting to feel free of state intervention, wanting to remain in their own homes for as long as is practically possible and to staying socially connected (networked). In almost all cases, this results in people living happier and more independent lives. Happiness is clearly difficult to measure in absolute terms, but we know how important it is and we know that there is a direct correlation between isolation, health regression and then high-cost service provision which at the extreme end means long-term placements in increasingly expensive residential or nursing care settings.
33. With an ever-ageing population, concerns about the year-on-year growth in dementia for older people and worrying increases in mental health issues and social isolation cases, we must work harder and earlier at improving and maintaining (good) health and independence if we are to stretch our reducing financial resources over a greater number of people who will require our help and support into the future. The Directorate's Vision and Strategy is predicated on delivering against this challenging but realisable ambition.

How we will achieve our Vision

34. We aim to deliver on the Vision by focussing our efforts, time, and resources into three key areas as follows.

Prevention (incorporating Demand Management)

35. This chapter confirms our specific focus on preventing and/or reducing demand for formal social care services. This will include helping people to

remain fit and well, or to maintain their current abilities for longer by making more informed choices.

36. Our work in this area will be multi-faceted but with a clear connection to and close working with our Public Health service to best ensure that the ambition to improve Hampshire residents' health, is progressed in the most effective way possible.
37. The Prevention ambitions include a continued improvement and impact in terms of the role and use of our on-line information and advice platform 'Connect to Support Hampshire' and outlines the opportunities we will be pursuing to improve further the impact and contribution of our Call Centre (Contact Assessment Resolution Team, CART) operation.
38. Strong progress in these areas together with a renewed focus on supporting Carer's and further increases in the use of private pay assistive (care) technology and securing other improved outcomes including greater use of the meals on wheels service will all combine to reduce the overall demand levels for paid for care.
39. Family carers are incredibly important to helping those living at home to remain at home and the Council thus works very closely with carers. The Hampshire Carers Partnership (HCP) is the coming together of carer representatives, local statutory agencies, health, social care, voluntary and social enterprise organisations to recognise the importance of unpaid carers of adults across Hampshire* with a commitment to working effectively together on improvements to ensure these carers are visible, valued and supported.
40. The HCP is not an organisational entity, but a way of working that is supported by local organisations; it is an ethos underpinning everyday behaviours and practice. Communication and delivery will be supported and enabled by the work of the HCP Board, with Members who are representatives from the HCP, and related working groups. The partnership is currently working with the Directorate to refresh the Hampshire Joint Carers Strategy.

Independent Living at Home

41. This chapter outlines just a small number of the ways in which we are able to support people with emerging care needs to live independently in their own homes for as long as they can. This is at the heart of our carefully developed Vision for Hampshire residents and will result in people generally living happier and as independently as possible in familiar surroundings, staying connected to family, friends, and neighbours.
42. We will maximise independent living at home in many ways including by working with front line staff to encourage those eligible for social care support to choose to take control and organise their own social care through a 'Direct Payment'. This will help to reduce the need for the County Council to directly buy services on behalf of clients.
43. Staff will also be given targets for increasing the role assistive (care) technology can play to reduce paid for care levels and improve levels of

independence. We have an existing strong service delivery base for the use of technology with some 13,000 people benefitting from technology enable care solutions either as their sole support mechanism or as part of their care. Over the coming period we will be looking to increase this overall number further as part of recognising that there are opportunities for technology to play an even greater role than it currently does.

44. Another key opportunity for us comes in relation to our Reablement service which positively impacts people's onward care needs both in the community and for those discharged from hospital that who can return home that it is able to work. The service is working hard to improve its own efficiency and part of this lies in better managing the length of stay for those people who benefit from Reablement. The Directorate aim is for more people than present to receive direct support from the service and if successful this will lead to lower levels of paid for care being required from Care at Home providers who take on the onward care needs.
45. The Reablement service also touches into the joint arrangement we have with the NHS to support those people upon discharge from hospital who are unable to return home and thus move temporarily into our repurposed short stay bedded units. This provides the optimum setting for people to recover and to be re-abled, often receiving therapy type support so that upon assessment, they are then well enough to go home, with differing (but lower than otherwise) Home Care provision.
46. In many instances, the short-stay service offering makes the direct difference between someone being fit enough to go home as opposed to going direct to a long-stay placement direct from hospital. Not only does this deliver against the Directorate's stated 'maximising independence' Vision, but it also helps to reduce the extent of the paid for care consideration.
47. The Care at Home service results from our very successful Help to Live at Home framework that we developed and introduced back in 2018, working diligently in the Directorate and with independent providers to ensure we had a service model that would work for the people in need of the Home Care support, for providers and for the Directorate. It has resulted in high-level independent sector sign-up; the arrangements are highly regarded and for the most part previous waiting lists and difficulties with securing timely help and support are a thing of the past.
48. This has enabled our focus to be on quality of care and on building stronger relationships with our key providers, with some success in terms of managing needs and containing care levels for longer but appropriately. As we move forward, we will be introducing more management information that our Social Workers and providers can share in and use to our joint advantage which in turn will mean more attention on and for service users, aimed again at maximising people's independence and reducing our exposure to higher paid for care costs.
49. We continue to build our Strengths Based Practice to prevent and delay the need for services. One example is Proactive Enhanced Care which is a preventative social work intervention for people over 85 years to ensure that

early help is available to promote wellbeing and prevent deterioration. Living Longer Better is a joint endeavour with public health to ensure that physical activity is promoted at every stage of life. We will continue to work closely with the voluntary sector and public health to support people more likely to be subject to health inequalities due to their age or disability.

Accommodation

50. This chapter highlights our work to help maintain the independence of people with the greatest needs including commissioning accommodation and directly providing in-house services to help maintain or increase the independence of people with the greatest needs.
51. The County Council has a long tradition of facilitating community-based accommodation-based services (reducing institutionalised care levels) and for directly operating our own estate of residential and nursing homes. In the latter area, the Strategy highlights our positive direct provision track record and our ambition to focus our HCC Care service attention for older adults to three key service areas for the benefit of the increasing number of frail, elderly service users with complex needs that require our help and support.
52. Cabinet approved the HCC Care service direction of travel as recently as July this year with the detailed proposals for individual sites currently subject to a 10-week formal public consultation that is due to end in just over a month from now.
53. Beyond our direct provision arena, our Accommodation ambitions for the next five years extend into older persons Extra Care and to younger adults Supportive Living as we look to continue our so far successful forays into both service arenas. Two new Extra Care facilities are due to be completed this year with the first of these, a scheme at Gosport, finalised in the early summer and now being accessed by those on the waiting list and by those being directly referred by our local Social Work team.
54. The second scheme in New Milton is due for completion early in 2024 and once available for occupation will mean that our overall Extra Care provision will then run to 900 units. We have ambitions to go further with circa £20m of the original £45m investment fund still available to us we are confident of landing at least two further schemes in Petersfield and Havant in the next 5 years as well as securing all the necessary agreements, approvals and perhaps planning permissions for at least three additional projects that are currently subject to evaluation with partners from our pipeline list of potential schemes.
55. The Supported Living story is similar albeit the typical size and configuration of projects for younger adults with learning or physical disabilities means homes of around 10 units as compared with 50 or more for the older adults' developments.
56. In the last 7-8 years and backed by some £35m of corporate investment, some 166 places have been facilitated with HCC directly delivering 9 new buildings including 94 one-bedroom flats and a further 41 one-bedroom flats being commissioned in conjunction with partners. As part of the overall 166

places, 8 new, shared houses offering multiple rooms have also been built/completed.

57. These Supported Living developments have delivered excellent outcomes for some of Hampshire's most complex residents, allowing 50 service users with learning or physical disabilities to move out of institutionalised residential accommodation, 17 children transitioning from Children's Service to adulthood to have their own tenancy and remain local to their families, and in other cases, allowing vulnerable adults to move out of poor quality housing or from their family home, where previously the only option would have been residential care.
58. Moving forward, and specifically in relation to the next 5 years, we have up to another £20m to continue to make progress for vulnerable younger adults and secure them their own front door and the chance to live independently. We will also look to spend a proportion of this capital provision to improve the levels and the quality of crisis support which in turn will help to reduce unnecessary hospital admissions and improve people outcomes.
59. Lastly in terms of Accommodation based services, the Directorate is very proud of its Shared Lives service where people with any number of social care help and support needs (most typically younger adults with learning disabilities, physical disabilities, autism or mental health issues) can live in a family home supported by a carer or carers who have come forward and agree to work with us formally, to support people in need in their own homes. This is yet another way in which we can increase independence levels and the Shared Lives service is also a very cost effective one for the Directorate.
60. We currently have some 120 Shared Lives Carers and are currently reviewing our arrangements, processes, and procedures with them with a view to simplifying how we work together and to ensure that carer needs, including remuneration levels are appropriately being catered for. Once the review work is complete and we have an agreed way forward we have ambitions to focus efforts on a promotion and marketing campaign with the aspiration to build our carer numbers as substantially as we can. Our high-level aspiration is to work hard to double carer numbers over the next 5 years thus significantly improving our independence credentials and reducing our cost exposure in the younger adults' service arena.

What this will mean – Where we will be in five years' time

61. Our Strategy document clearly articulates where we expect to be in five years' time for each of the main areas of focus e.g. prevention, independent living at home and accommodation. These expected achievements and outcomes are listed together and shown in the Appendix to this report.
62. In keeping with a high performing authority that continues to be responsible for securing quality service outcomes for Hampshire residents, the Adults' Health and Care Vision and Strategy is rightly aspirational and strong in ambition. That said, it has been carefully constructed, all main stakeholders have contributed to the final documents and there is a quiet confidence that it is realisable whilst stretching in its ambition.

63. Achievement will include our on-line information and advice platform being routinely accessed by more than the current 20,000 'hits' per month that it receives, and thus helping to reduce demand on our Contact Centre (CART) that will then be able to resolve a greater number of enquiries at source.
64. Assistive technology (technology enable care) will be increasingly more commonplace in people's homes including greater numbers of private pay arrangements for those on the edge of or not eligible for paid for Social Care. We currently have some 1,300 private pay customers and we will be working hard to increase this number as high as we can over the coming years.
65. Strengths-Based working will continue to be a focus for our front-line operational staff, with our Principle Social Worker and our own learning and development function ensuring that training and support is openly available so that staff are consistently and continually supported to achieve the optimal strengths-based outcomes.
66. Our Reablement service will extend its reach and its contribution wherever possible and our work with the VCSE and with volunteers will enable more people to be supported to remain independent.
67. Accommodation services will be extended where possible, including our commitment to continuing investment in Extra Care units for older people, and our commitment to deliver more Supported Accommodation living for younger adults. Additionally, we look to increase the contribution of our HCC Care in-house service and look to secure more carers so that our Shared Lives arrangements can extend beyond where they are now, benefitting in the main more younger adults.
68. The documents attached to this report include a public facing Vision Statement and a two-sided statement for our staff which clearly set out what the Vision means and how we will work to achieve it.
69. In simple terms, the Vision and Strategy is a continuance and bringing together of work that the Directorate has been progressing for several years now. That said, its achievement, especially given the operating and external context, will be far from straightforward and will require strong senior leadership, a coherent understanding of what it means by staff at all levels and a focused approach adopted at the front line so that, for example, the use of direct payments, the role of assistive technology and the consistent application of the strengths-based approach are all prioritised and able to be evidenced.
70. Recognising the important role our numerous providers play in terms of delivering high quality Adult Social Care services, our Market Position Statements aim to provide clarity about how we will modernise and develop services. They also contain a small number of important commitments that we recognise we must deliver on if we are to robustly maintain and forge even more meaningful and productive two-way relationships in what we know will be a testing period ahead.
71. We have made strong progress over the past 5 years since our original Strategy was approved and launched, especially in terms of engagement and closer meaningful working, and we know that only by continuing to work

positively with providers, partners, and a range of key stakeholders, will we be able to be successful.

72. To further assist managers and staff at all levels throughout Adults' Health and Care, we will continue with our annual business plan arrangements that help to ensure focus and progress in the key areas described in the refreshed Strategy. This, combined with an evolving performance management system, which allows individual teams to view their local performance through a range of different reports, will allow progress to be monitored and measured regularly and for timely action to be taken or issues escalated should priority work areas not be on track.
73. This will allow for Directorate, service, team, and individual performance to have a clear 'golden thread' and will be supportive of our Valuing Performance framework for all staff. Given the direction of travel for CQC self-assessment as outlined earlier, having a proper handle on performance and our work in the different areas that CQC will initially be focusing on, will serve us well and will help us to be more on the front foot and aware, ahead of CQC's ultimately formal engagement with the Directorate.

Consultation and Equalities

74. Any service specific proposed changes resulting from execution of this Directorate strategy and any associated equality impact assessments will be taken forward in the appropriate manner. The Equalities Impact Assessment for the Strategy document itself has an overall positive impact on Hampshire residents.
75. The Strategy work has been developed with the support of an external stakeholder group drawn from a variety of partners, service user representatives and the Voluntary Community and Social Enterprise sector. This stakeholder group will continue to operate beyond the approval of the Strategy and will be regularly consulted and engaged with, in the execution of the Strategy aims and objectives.

Climate Change Impact Assessment

76. Hampshire County Council utilises two decision-making tools to assess the carbon emissions and resilience impacts of its projects and decisions. These tools provide a clear, robust, and transparent way of assessing how projects, policies and initiatives contribute towards the County Council's climate change targets of being carbon neutral and resilient to the impacts of a 2°C temperature rise by 2050. This process ensures that climate change considerations are built into everything the Authority does.
77. The climate change tools were not applicable to this report due to it being a strategic document, which encapsulates a larger directorate programme of work across multiple workstreams. However, climate change impact from said projects will be able to be demonstrated at the point of introducing any changes to existing practice.

Conclusions

78. The strategic context and operating climate for Adults' Health and Care is especially challenging for any number of reasons. These include unrelenting service demand, workforce availability, partner and provider vulnerability and the very difficult financial position that is impacting significantly across the Social Care system and arguably the entire public sector.
79. The premium on transforming the way we work to help us maintain and/or improve service outcomes at a contained (or reduced) cost is paramount, and requires everyone from clients, our staff, partners, and providers, to be working to a coherent and consistent script.
80. The reaffirmed Adults' Health and Care Vision that at its heart promotes well-being, resilience, and independence, together with a refreshed five-year Strategy that is rightly aspirational and ambitious, but constructed in a manner that makes it realisable, is the opportunity for the coherence and consistency that is required.
81. Taken together with five service-based Market Position Statements, a Vision statement that was specifically developed for staff and continues to provide clarity at all levels as to what the Vision means and will entail, and a new Business Plan that will ensure our main service targets are clear, prioritised and monitored, the different documents provide an overarching framework for the Directorate to perform against in the coming years.
82. Achievement of the Strategy outcomes listed in the prevention, living independently and accommodation sections of the Strategy will rely on a range of external and internal (including cross Council) contributions if the Directorate is to make the progress it has set out to do. Success will result in improved people outcomes, greater personal independence for generations to come and a Directorate that is better able to live within its means and able to attract and retain a high-quality workforce for the future.

REQUIRED CORPORATE AND LEGAL INFORMATION:

Links to the Strategic Plan

Hampshire maintains strong and sustainable economic growth and prosperity:	Yes
People in Hampshire live safe, healthy and independent lives:	Yes
People in Hampshire enjoy a rich and diverse environment:	Yes
People in Hampshire enjoy being part of strong, inclusive communities:	Yes

Section 100 D - Local Government Act 1972 - background documents

The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)

Document

Location

None

EQUALITIES IMPACT ASSESSMENT:

1. Equality Duty

The County Council has a duty under Section 149 of the Equality Act 2010 ('the Act') to have due regard in the exercise of its functions to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited by or under the Act with regard to the protected characteristics as set out in section 4 of the Act (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation);
- Advance equality of opportunity between persons who share a relevant protected characteristic within section 149(7) of the Act (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation) and those who do not share it;
- Foster good relations between persons who share a relevant protected characteristic within section 149(7) of the Act (see above) and persons who do not share it.

Due regard in this context involves having due regard in particular to:

- The need to remove or minimise disadvantages suffered by persons sharing a relevant protected characteristic that are connected to that characteristic;
- Take steps to meet the needs of persons sharing a relevant protected characteristic that are different from the needs of persons who do not share it;
- Encourage persons sharing a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

2. Equalities Impact Assessment:

Service Description

A refreshed Hampshire Adults' Health and Care Strategy has been collaborated on and co-produced with key strategic external and internal stakeholders which sets out the directorate's focus and ambitions for the next five years (2023-2028). The refreshed Strategy builds on the directorate's current strategy as of 2018 which clearly identified both the operating context the directorate was working within and key ways of working and programme priorities. The refreshed strategy gives the opportunity for the directorate to continue to outline its ethos of transparency, best practice, benefits to be realised and commitment to Hampshire's residents and the workforce regarding its ambitions in the context of the known operational and financial environment.

The refreshed strategy reaffirms the directorate's vision to enable Hampshire residents to live, long healthy and happier lives with the maximum possible independence.

Service Change

The refreshed strategy as noted builds on its predecessor in that it both outlines the local and national economic and financial context that the council and its partners including commissioned providers are operating in alongside local demand data. The strategy outlines the key legislation that underpins adult social care with a specific outline of the principle, responsibilities that the directorate has with regards to the Care Act 2014. The refreshed strategy then aligns itself to these six principle responsibilities through its focus on three key areas of work; prevention incorporating demand management, independent living at home and accommodation. The refreshed strategy aligns to other key council strategies including the recently published Public Health Strategy 2023-2026, Children and Young Peoples Plan 2022-2025, Hampshire County Councils Strategic Plan 2021-2025 and the direction set by the Hampshire 2050 Commission.

Geographic Impact: All Hampshire

Engagement/Consultation: Yes

Engagement Consultation Detail

The refreshed strategy has been developed in part with all Directorates within the Council who have detailed their priorities and ambitions in relation to the Hampshire County Council Strategic Plan, Hampshire 2050 Commission and the wider fiscal environment. A strategy steering group was established to reflect the wide range of key strategic partners that the directorate works with and for in the context of service user and carer representation. The steering group included representatives from the Directorate Management Team, the Hampshire and Isle of Wight Integrated Care Board, Community and Voluntary Sector, Carers, People with Lived Experience, local advocacy organisations, Hampshire Care Association and commissioned providers have been involved in shaping the strategy. There was also engagement with the Hampshire Autism Partnership Board, Hampshire Learning Disability Partnership, Personalisation Expert Panel and Mental Health Partnership.

The refreshed strategy details five elements which all contribute to the operating environment the directorate and wider council are working within. These elements are based on the directorate's ongoing proactive approach to managing and utilising data, intelligence and knowledge management within its operational business as usual, project/programme/portfolio management alongside the use of the Hampshire Joint Strategic Needs Assessment and demand data. The five year plan outlines the preventative universal approach that encourages residents to live long, healthy and happier lives. Alongside this preventative approach is working with individuals to offer assessments and where needed the right services to enable living as independently as possible through enabling individuals to make

informed choices and by strengths-based working. There is also close collaboration with the Hampshire Public Health Team particularly in regard to improving the health and wellbeing of Hampshire's residents through the Live Longer Better Programme, Falls Prevention and Mental Wellbeing Strategy.

Details of Engagement/Consultation

The refreshed strategy has been developed in part with all Directorates within the Council who have detailed their priorities and ambitions in relation to the Hampshire County Council Strategic Plan, Hampshire 2050 Commission and the wider fiscal environment. A strategy steering group was established to reflect the wide range of key strategic partners that the directorate works with and for in the context of service user and carer representation. The steering group included representatives from the Directorate Management Team, the Hampshire and Isle of Wight Integrated Care Board, Community and Voluntary Sector, Carers, People with Lived Experience, local advocacy organisations, Hampshire Care Association and commissioned providers have been involved in shaping the strategy.

There was also engagement with the Hampshire Autism Partnership Board, Hampshire Learning Disability Partnership, Personalisation Expert Panel and Mental Health Partnership. The refreshed strategy details five elements which all contribute to the operating environment the directorate and wider council are working within. These elements are based on the directorate's ongoing proactive approach to managing and utilising data, intelligence and knowledge management within its operational business as usual, project/programme/portfolio management alongside the use of the Hampshire Joint Strategic Needs Assessment and demand data. The five year plan outlines the preventative universal approach that encourages residents to live long, healthy and happier lives. Alongside this preventative approach is working with individuals to offer assessments and where needed the right services to enable living as independently as possible through enabling individuals to make informed choices and by strengths-based working. There is also close collaboration with the Hampshire Public Health Team particularly in regard to improving the health and wellbeing of Hampshire's residents through the Live Longer Better Programme, Falls Prevention and Mental Wellbeing Strategy.

Additional Information

The refreshed strategy has been developed as the previous five-year strategy was published in 2018. As referenced in the refreshed strategy the Directorate's own performance will be measured alongside those that the directorate buy care from through internal mechanisms and external stakeholders including the Care Quality Commission. There is also the ongoing directorate commitment to collaboration with its strategic partners to enable strength based and person - centred health and social outcomes for Hampshire's residents alongside the engagement and co-production of new approaches with service users, carers, residents and commissioned providers.

Age:

Public Impact: Positive

Staff Impact: Positive

Decision Rationale

There will be a positive impact with respect to age as the strategy focuses on adults over the age of 18 and those young people over the age of 14 transitioning into adult services. A key driver within the strategy is that of the directorate and council as a whole working as an 'enabler' specifically supporting communities to work together to look after those that live there, offering information and advice to meet all communication needs as and when needed, supporting residents to make healthy choices, facilitating a variety of accommodation models to meet needs across the life course and ensuring that the workforce is trained and delivering a strengths based approach maximising independence with reference to Least Restrictive Practice and Positive Behaviour Support where appropriate. The county has an ageing population predicated to increase by 100,000 in the next 10 years with associated complex health and social care needs and an increase in young people transitioning into Adults Health and Care (directorate Market Position Statements 2022).

The strategy outlines different models of independent living at home and accommodation options that have been pursued by the directorate over to ensure equity of independent living (including own tenancy) across Hampshire for adults with learning disabilities and or autism, mental health needs, physical disabilities and older adults. There is the commitment to continue to invest in accommodation models such as extra care that supports greater independence for younger and older adults outside of residential care settings. The directorate with key stakeholders have to date facilitated and invested in 900 units of older adult extra care and 200 units of younger adult supported living units across Hampshire. Younger adult units have been developed in New Milton, Fareham, Havant, Chineham, Aldershot, Eastleigh, Bordon and Basingstoke.

There is the assurance that the directorate will work in conjunction with health partners and commissioned providers to continue to implement an integrated intermediate care function to support individuals to remain in their own homes. Equally the Help to Live at Home Framework which was introduced in 2018 is supporting 3100 older adults per week totalling 40,000 hours of support. The ethos continues to be maximising independence to ensure older adults remain in their home with the additional support of their family, friends and social network reducing social isolation and loneliness.

The majority of work programmes rely on and necessitate the need for joint working and collaboration. The directorate works with the Public Health Team, primary and secondary NHS care and the Integrated Care Boards to embed evidence based approaches which supports living and ageing well including Live Longer Better, We Can Be Active Strategy, Falls Prevention Classes, workforce training with regards to Least Restrictive Practice, Live Longer Better and strengths based working.

Disability

Public Impact: Positive

Staff Impact: Positive

There will be a positive impact in respect to disability as the strategy outlines key ways of working both for the workforce and commissioned providers with regards to the default always being taking a strengths based and person centred approach. This is fundamental to ensure that individuals personal strengths and their social and community networks are always considered to promote wellbeing. Adults' Health and Care have a Least Restrictive Practice Team. The LRP Team along with strategic partners supported the co-production of an LRP Concordat which has become a focus of best practice for internal services within HCC and also the commissioned provider market. The Least Restrictive Practice Concordat is incorporated into HCC younger adult supported living procurements. The scope of the Concordat includes 'the active commitment of signatories to work together to improve the system of care and support for people with a learning disability and or autism who can display behaviours that challenge'. Partnership and Care Training will support the internal workforce and wider systems workforce including training in LRP and Positive Behaviour Support.

The strategy also aligns with all the directorate Market Position Statements signalling to the provider market the directorate's intentions and requirements regarding the long term commitment to supported living/tenancies and Help to Live at Home as the default as opposed to residential care models both for younger and older adults. This includes supporting young adults transitioning out of residential colleges or family homes into their own supported accommodation (flat with tenancy and commissioned support) or individuals with physical disabilities being able to access bespoke accommodation. Within procurement activity for adults with learning disabilities day opportunities will be focused on support to access mainstream community activities and preparation for work or volunteering. There is also outlined the ambition to grow the number of Shared Lives placements to be able to offer this option to more individuals both younger and older adults for individuals to live in a family homes. The strategy notes the opening of new older adult extra care facilities in 2023 including in Gosport and the imminent opening of a scheme in New Milton. Over the life of the new strategy it is envisaged that at least five new pipeline schemes will be agree and commenced supporting demand for this model across Hampshire.

It is noted that the Hampshire Autism Strategy is being published imminently with the aims outlined and reflecting the co-production of the strategy with people with autism and their families. There is also ongoing joint working between the directorate and NHS partners to consider integrated pathways for mental health aimed at ensuring earlier intervention, prevent crisis, and reduce inpatient hospital admissions alongside more positive behavioural support and reduced institutionalisation.

Gender Reassignment
Public Impact: Positive
Staff Impact: Positive

Decision Rationale

There may be a positive impact in respect to gender reassignment as the strategy fosters a culture of a strengths based approaches and person centred care. In particular the vision outlines to the workforce the importance of treating people with compassion, supporting each other and our own wellbeing, working together to make Public Health everyone's business and partnership working to deliver effective health and social care outcomes. This is mirrored through the expectations within procurement activity to ensure that the provider market is aligned to the Councils core values regarding inclusion, equality and diversity.

The strategy aligns with the newly published Hampshire Public Health strategy 2023 where the aim of the strategy is to improve the physical and mental health and wellbeing of the population of Hampshire and to reduce unfair differences in health and wellbeing between population groups. That strategy and the wider programme of Public Health campaigns consistently ensure that the voices and experiences of our diverse communities are heard and will continue to built on through the Council's successful Community Researchers programme. There is the ongoing commitment within the strategy to engage with service users, carers and partners to co-produce new approaches.

Pregnancy & Maternity
Public Impact: Positive
Staff Impact: Positive

Decision Rationale

There may be a positive benefit in respect to pregnancy and maternity as the strategy fosters a culture of a strengths based approaches and person centred care. In particular the vision outlines to the workforce the importance of treating people with compassion, supporting each other and our own wellbeing, working together to make Public Health everyone's business and partnership working to deliver effective health and social care outcomes. This is mirrored through the expectations within procurement activity to ensure that the provider market is aligned to the Councils core values regarding inclusion, equality and diversity.

The strategy does outline areas of prevention work which includes access to information and advice through Connect to Support Hampshire which can be accessed by all Hampshire residents with access to the internet. The strategy aligns with the newly published Hampshire Public Health strategy 2023 where the aim of the strategy is to improve the physical and mental health and wellbeing of the population of Hampshire and to reduce unfair differences in health and wellbeing between population groups. In particular the Public Health strategy focuses on the first 1001 days (pregnancy and up the age of two years old) and parental mental wellbeing for example.

Hampshire and Isle of Wight Voluntary Community Social Enterprise Health and Care Alliance (HIVCA) is an NHS requirement of all ICSs and this collaborative approach between VCSE, the NHS and the Council will support consistent preventative messaging and support regarding health and wellbeing for Hampshire's residents.

Race

Public Impact: Positive

Staff Impact: Positive

Decision Rationale

There may be a positive benefit in respect to race as the strategy fosters a culture of a strengths based approaches and person centred care. In particular the vision outlines to the workforce the importance of treating people with compassion, supporting each other and our own wellbeing, working together to make Public Health everyone's business and partnership working to deliver effective health and social care outcomes. This is mirrored through the expectations within procurement activity to ensure that the provider market is aligned to the Councils core values regarding inclusion, equality and diversity.

The strategy aligns with the newly published Hampshire Public Health strategy 2023 where the aim of the strategy is to improve the physical and mental health and wellbeing of the population of Hampshire and to reduce unfair differences in health and wellbeing between population groups. There may be positive benefit in respect to race as the strategy promotes inclusion and diversity. The strategy aims to address the difference in health outcomes by working with all members of the community. Hampshire and Isle of Wight Voluntary Community Social Enterprise Health and Care Alliance (HIVCA) is an NHS requirement of all Integrated Care Systems' and this collaborative approach between VCSE, the NHS and the Council will support consistent preventative messaging and support regarding health and wellbeing and will enhance the impact of VCSE in delivering health and wellbeing for Hampshire's residents.

Religion or Belief

Public Impact: Positive

Staff Impact: Positive

Decision Rationale

There may be a positive benefit in respect to religion or belief as the strategy fosters a culture of a strengths based approaches and person centred care. In particular the vision outlines to the workforce the importance of treating people with compassion, supporting each other and our own wellbeing, working together to make Public Health everyone's business and partnership working to deliver effective health and social care outcomes. This is mirrored through the expectations within procurement activity to ensure that the provider market is aligned to the Councils core values regarding inclusion, equality and diversity.

The strategy does outline areas of prevention work which includes access to information and advice through Connect to Support Hampshire of which can be accessed by all Hampshire residents with access to the internet. The strategy aligns with the newly published Hampshire Public Health strategy 2023 where the aim of the strategy is to improve the physical and mental health and wellbeing of the population of Hampshire and to reduce unfair differences in health and wellbeing between population groups.

Sex

Public Impact: Positive

Staff Impact: Positive

Decision Rationale

There may be a positive impact with respect to sex as the strategy fosters a culture of a strengths based approaches and person centred care. In particular the vision outlines to the workforce the importance of treating people with compassion, supporting each other and our own wellbeing, working together to make Public Health everyone's business and partnership working to deliver effective health and social care outcomes. This is mirrored through the expectations within procurement activity to ensure that the provider market is aligned to the Councils core values regarding inclusion, equality and diversity.

The strategy does outline areas of prevention work which includes access to information and advice through Connect to Support Hampshire of which can be accessed by all Hampshire residents with access to the internet. The strategy aligns with the newly published Hampshire Public Health strategy 2023 where the aim of the strategy is to improve the physical and mental health and wellbeing of the population of Hampshire and to reduce unfair differences in health and wellbeing between population groups. There may be positive benefit in respect to sex as the public health strategy promotes inclusion and diversity. The strategy aims to address the difference in health outcomes by working with all members of the community and promotes improvement on specific services such as access to services including men only provision for weight management and physical activity and women's health hubs. Hampshire and Isle of Wight Voluntary Community Social Enterprise Health and Care Alliance (HIVCA) is an NHS requirement of all Integrated Care Systems' and this collaborative approach between VCSE, the NHS and the Council will support consistent preventative messaging and support regarding health and wellbeing and will enhance the impact of VCSE in delivering health and wellbeing for Hampshire's residents.

Sexual Orientation

Public Impact: Positive

Staff Impact: Positive

Decision Rationale

There may be a positive impact in respect to sexual orientation as the strategy fosters a culture of a strengths based approaches and person centred care. In

particular the vision outlines to the workforce the importance of treating people with compassion, supporting each other and our own wellbeing, working together to make Public Health everyone's business and partnership working to deliver effective health and social care outcomes. This is mirrored through the expectations within procurement activity to ensure that the provider market is aligned to the Councils core values regarding inclusion, equality and diversity.

The strategy does outline areas of prevention work which includes access to information and advice through Connect to Support Hampshire of which can be accessed by all Hampshire residents with access to the internet. The strategy aligns with the newly published Hampshire Public Health strategy 2023 where the aim of the strategy is to improve the physical and mental health and wellbeing of the population of Hampshire and to reduce unfair differences in health and wellbeing between population groups. There may be positive benefit in respect to sexual orientation as the public health strategy links to an ambition around sexual health including good sexual and reproduction health and commissioning of quality services for all Hampshire residents.

Hampshire and Isle of Wight Voluntary Community Social Enterprise Health and Care Alliance (HIVCA) is an NHS requirement of all Integrated Care Systems' and this collaborative approach between VCSE, the NHS and the Council will support consistent preventative messaging and support regarding health and wellbeing and will enhance the impact of VCSE in delivering health and wellbeing for Hampshire's residents.

Marriage & Civil Partnership

Public Impact: Neutral
Staff Impact: Neutral

Decision Rationale

There may be a neutral impact in respect to marriage and civil partnership as the strategy fosters aligns to the County Councils core values of inclusion, equality and diversity.

Poverty

Public Impact: Positive
Staff Impact: Positive

Decision Rationale

There may be a positive impact in respect to poverty as the strategy and council are committed to programmes such as 'Hitting the Cold Spots' initiative which helps to ensure that people's homes have efficient boilers and insulation to reduce fuel poverty and the commissioning of a 'Meals on Wheels' service that delivers in the region of 6,000 meals a week (300,000+ meals a year) to some 1,500 vulnerable older people across Hampshire, again aimed at ensuring that health

doesn't suffer and need for services doesn't increase due to poor nutrition or even hunger.

The strategy does outline areas of prevention work which includes access to information and advice through Connect to Support Hampshire of which can be accessed by all Hampshire residents with access to the internet. The strategy aligns with the newly published Hampshire Public Health strategy 2023 where the aim of the strategy is to improve the physical and mental health and wellbeing of the population of Hampshire and to reduce unfair differences in health and wellbeing between population groups.

Rurality

Public Impact: Positive

Staff Impact: Positive

Decision Rationale

There may be a positive impact in respect to rurality as the strategy includes all of Hampshire's geography and residents over the age of 18 or 14 if transitioning into Adult Services for example. The strategy does outline areas of prevention work which includes access to information and advice through Connect to Support Hampshire of which can be accessed by all Hampshire residents with access to the internet and includes place based information for all of Hampshire's districts and boroughs and also parish level information.

The strategy highlights the reach and ambition of the reablement team in working across all of Hampshire, as does the commissioned meals on wheels service. Procurement frameworks and accommodation models have been designed to cover all areas of Hampshire and focus on diversity of the provider market in meeting demands levels including in rural areas of Hampshire. Older adult extra care schemes have been developed and opened in most of Hampshire's districts and boroughs including the New Forest, Rushmoor, Basingstoke and Deane, Eastleigh, Test Valley, Hart, Winchester and Gosport. Similarly younger adult extra care schemes and supported accommodation has been developed in all of Hampshire's districts and boroughs including more rural settings in East Hampshire and the New Forest.

The strategy also highlights the access to the directorates Contact and Assessment Resolution Team helping residents identify the best solutions to their needs which could include information, advice, wellbeing check or assessment which can be done via telephone without the need to travel to an office and or staff travelling to a home address, Technology Enabled Care via Argenti is also supporting 15,000 residents across Hampshire to maximise independence regardless of geography. The strategy also notes the focus on improving business processes for the workforce including ensuring flexible and hybrid models of working which supports staff to optimise their work and reduce travel times particularly for staff living in more rural areas of the county.

The strategy aligns with the newly published Hampshire Public Health strategy 2023 where the aim of the strategy is to improve the physical and mental health and wellbeing of the population of Hampshire and to reduce unfair differences in health and wellbeing between population groups. There may be positive benefit in respect to rurality as the public health strategy links to an ambition around promoting natural assets, transport strategy, policy and practice and reducing social isolation.

Hampshire and Isle of Wight VCSE Health and Care Alliance (HIVCA) is an NHS requirement of all Integrated Care Systems' and this collaborative approach between VCSE, the NHS and the Council will support consistent preventative messaging and support regarding health and wellbeing and will enhance the impact of VCSE in delivering health and wellbeing for Hampshire's residents.

Prevention:

- ✓ Tangible progress will have been made with the Public Health Strategy, with Falls Prevention outcomes positively reducing demands on Acute hospitals and on Adult Social Care
- ✓ Information and advice, via Connect to Support Hampshire, will be accessible and user friendly, to help people to make informed choices about their care and support needs and the wider community opportunities available to them.
- ✓ Our Contact Centre will directly resolve a higher percentage of a reducing number of client enquiries, having been successful with its web integration that will enable better upfront options for residents.
- ✓ Private Pay technology solutions will be routinely requested and provided, benefitting at least 2,500 users per year.
- ✓ The refreshed Carers Strategy will have been successfully introduced and strong progress will have been made against its stated key aims.
- ✓ The HIVCA arrangement will have developed, and tangible progress will have been made in terms of social connection and inclusion.
- ✓ Additional funding opportunities to support the activity of the voluntary and community sector will be secured.
- ✓ Meals on Wheels service user numbers and overall meals provided will have increased from today's levels.

Independent Living at home:

- ✓ more service users will be using direct payments as a means of taking greater control and organising their own social care.
- ✓ the urgent community response function will have grown and as a result a higher number of avoided hospital admissions will be achieved.
- ✓ the Reablement service will be benefitting a higher proportion of residents requiring social care support, thus helping to contain and/or reduce the overall quantum of support that is required.
- ✓ the Help to Live framework will be benefitting more residents and delivering more than 40,000 hours a week of support, contributing to a reduction in the need for long-term residential and nursing placements.
- ✓ Embedded Strength Based Practice to prevent and delay the need for services.
- ✓ Continue to work closely with the voluntary sector and public health to support people more likely to be subject to health inequalities due to their age or disability.

Accommodation:

- ✓ the County Council will have improved its existing older adults and younger adults service portfolio's ensuring that its services are delivered from fit for the future accommodation.
- ✓ hospital discharge performance will be strong, especially for frail, elderly people who will continue to benefit from short-term recovery and reablement type services that offer the best opportunity for them to return home.
- ✓ HCC Care will be better able to meet the needs of more people requiring complex dementia support, or nursing support linked to having multiple conditions.
- ✓ the relationship with Hampshire Care Association and the independent sector will be strong, with care home services across Hampshire offering good quality care as assessed by the Care Quality Commission.
- ✓ additional Extra Care housing schemes for older adults will have been agreed and will have commenced with the County Council investing its remaining £20m in new pipeline schemes across Hampshire.
- ✓ extra investment will have been made for younger adults who are able to benefit from new Supported Living accommodation.
- ✓ the Directorate will have attracted more Shared Lives carers and at least 50 additional Shared Lives places will be actively in place.