

Public Document Pack



Meeting: EAP Active Communities
Date: Friday 1st December, 2023
Time: 10.00am
Venue: Council Chamber, The Cube, George St, Corby NN17 1QG

The meeting will be available for the public to view live at the Democratic Services North Northants YouTube channel:


<https://www.youtube.com/c/DemocraticServicesNorthNorthantsCouncil>

To members of the EAP Active Communities

Councillor Helen Harrison (Co-Chair), Councillor Helen Howell (Co-Chair), Councillor Ken Harrington, Councillor John McGhee, Councillor Russell Roberts, Councillor Geoff Shacklock and Councillor Chris Smith-Haynes

Members of the Panel are invited to attend the above meeting to consider the items of business listed on the agenda.

Agenda			
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02	Declarations of Interest		
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Items for Discussion			
04	Development of the North Northamptonshire Adult Social Care Strategy <i>To provide details of the work in progress for the Adult Social Care Strategy</i>	Ali Gilbert	11 - 132
05	Service Presentation - Adult Services <i>To inform the Forward Plan</i>	Sam Fitzgerald	133 - 154

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<p>Adele Wylie, Monitoring Officer North Northamptonshire Council</p>  <p>Proper Officer 24th November 2023</p>			

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Where a matter arises at a meeting which **relates to** other Registerable Interests, you must declare the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting but must not take part in any vote on the matter unless you have been granted a dispensation.

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Minutes of a meeting of the EAP Active Communities

At 10.00 am on Friday 6th October, 2023 in the Council Chamber, The Cube, George St, Corby NN17 1QG

Present:-

Members

Councillor Helen Harrison
Councillor John McGhee

Councillor Russell Roberts
Councillor Geoff Shacklock

Officers

David Watts (Executive Director of Adults, Health Partnerships and Housing)
Shirley Plenderleith (Assistant Director Public Health)
Kerry Purnell (Assistant Director Communities and Leisure)
Emma Davies-Rota (Service Manager Provider Services North)
David Pope (Democratic Services)

36 Apologies for absence

Apologies for absence were received from co-Chair, Cllr Helen Howell as well as Cllr Ken Harrington, Jane Bethea, Ali Gilbert and Zakia Loughead.

37 Declarations of Interest

Cllr Geoff Shacklock declared a personal interest in relation to Agenda Item 6 – Greenway Strategy.

38 Minutes of the meeting held on 4th August 2023

RESOLVED that:-

The minutes of the meeting held on 4th August 2023 be approved as a correct record and signed by the Chair.

39 Service Presentation - Safeguarding and Wellbeing Provider Services

The Panel received a service presentation by David Watts, Executive Director of Adults, Communities & Wellbeing on behalf of the Assistant Director for Safeguarding, Wellbeing and Provider Services, Zakia Loughead.

The presentation initially provided an overview of the service leadership and support structures, the Panel noting that one of the five direct reports to the Assistant Director was the Chief Principal Social Worker (CPSW), a statutory role for the authority under the Care Act, who acted as a conduit between the front-line social work force and the

Director of Adult Services. The CPSW was encouraged to challenge the Director on decision-making that could potentially have a negative impact on the workforce.

Reference was also made to the other four reports to the Assistant Director; service managers for the Out of Hours Service, Prevention and Occupational Therapy, Provider Services and Quality Performance.

The meeting heard that the key priorities across Safeguarding, Wellbeing and Provider Services were as follows:-

- Greater access to better quality Adult Social Care
- Value and support carers and volunteers
- Continue to provide support for Adult Risk Management Panel, Multiple Exclusion Homelessness, Multi Agency Risk Abuse Coordinator alongside the safeguarding agendas
- To develop a recruitment strategy in line with the 'new ways of working' that creatively demonstrates avenues of recruitment to improve intake of new staff. To develop and deliver a 'New Ways of Working' strategy that ensured the right approach to managing people, technology and operational premises.
- Invest in and value staff to become an employer of choice
- Provide good quality and efficient services valued by those receiving them
- Deliver on the Transformation Plan

The meeting heard that the vision for the service as a whole was to provide high quality Adult Social Care services and to ensure that practice and standards met statutory requirements, with all professionals working together to deliver "Making Safeguarding Personal" to shape and promote the safety of local residents. A series of key commitments to deliver this vision were detailed to the panel.

Members received details of the expected outcomes for the services as below:

- Confidence in providing a fully staffed day-time Approved Mental Health Practitioner rota
- Improvement in KPIs for Safeguarding and Provider services
- This includes improvement/achievement of KPIs
- Leadership development – coaching in practice
- Recruitment to hard-to-fill posts
- Operating safe services
- Ensure professionals work together to deliver Making Safeguarding Personal (MSP) to promote and secure the safety of local residents.
- Application of safeguarding procedures in practice, MSP framework in place, auditing case work by Safeguarding and Quality Service Manager.
- Develop and embed a culture which delivers positive results through support, guidance, robust challenge, disciplined execution, and continuous improvement
- Provide strategic leadership and direction for the delivery and development of Adult Services and provide assurance that the best possible outcomes are being delivered for people who use services and family carers.
- Preparation for Care Quality Commissioner Assurance

The meeting received details of the projects across provider services, with specific reference made to Thackley Green, operation of which had been with the Council since July 2023, with exploration of opportunities to develop it into the most pro-active and supportive service possible. Also referenced were the latter phases of the

transformation programme, including day services and younger adult services and a review of job descriptions to better reflect the activities being carried out by staff.

Members noted the development of services at Pine Lodge - Phase 1, Deprivation of Liberty Service review and development of the Shared Lives Service. Disaggregation of services relating to Visual Impairment and Approved Mental Health Practitioner were reported as progressing.

An overview was provided to the meeting detailing the role, work and specific key priorities of the Safeguarding and Quality team, Community Therapy, Approved Mental Health Professional Service, Provider Services and Deprivation of Liberty Safeguarding Service.

Achievements made during 2022/23 across the aforementioned services areas were detailed to the meeting as follows:

- Successful disaggregation of Shared Lives Service which was now fully NNC lead
- The Specialist Support Team for Younger Adults rated 'Good' in all areas by the Care Quality Commission in April 2023
- Successful closure of Beech Close Care Home, where all residents had been successfully relocated and settled into alternative, more suitable, accommodation
- Principle Social Worker 2022-2023 report competition
- Significant reduction in the Deprivation of Liberty Service backlog
- Successful implementation of the new Cygnum Upgrade for the use of Provider Services, Community Therapy and Reablement teams in ASC in April 2023
- Strengthened relationships and successfully collaborative working with NNC and Northamptonshire Safeguarding Adults Board

Members asked questions, and made comments in relation to the following aspects of the service areas' operations:

- The closure of the National Autistic Society in Irthlingborough and subsequent loss of support
- Single point of contact to allow members to report relevant concerns from residents as above
- Provision of day services as close to service users as possible
- Enabling support services
- Provision of examples of co-production
- Spot checks of service providers to ensure quality of service
- Waiting times for adaptations in homes
- Re-use and recycling of adaptive equipment
- Use of AI technology in Assistive Technology

The Chair thanked the Executive Director of Adults, Communities & Wellbeing for the presentation and stated that the Council needed to increase promotion of the positive news regarding service area operations, while noting that there were always

improvements to be made. The Chair also thanked the manager of Provider Services and offered congratulations to the whole team from the Panel for the work they had undertaken.

40 Draft Adult Social Care Strategy

It was agreed that this item be deferred to the next meeting on 1st December 2023.

41 Greenway Strategy

The panel received a presentation from Assistant Director of Housing & Communities, Kerry Purnell regarding the current position of the Greenway Strategy.

The meeting heard that the project had originally commenced under the former East Northamptonshire Council (ENC), with an ambition to create green infrastructure following the Nene Valley with delivery of connectivity including walking and cycling opportunities between Peterborough and Wellingborough, with a number of routes established around Rushden and Higham Ferrers.

Since unitarisation, a new Programme Board had been established with key external partners and stakeholders brought together including four NNC ward members to represent each of the former district and borough areas. The board agreed to develop a North Northamptonshire Greenway Strategy, with funding to undertake that work obtained through the Shared Prosperity fund, building on existing work and funding obtained in 2021 to undertake a feasibility study for the proposed Rushden to Wellingborough phase.

Lessons had been learned from the previous work completed by ENC, feeding into the new overarching strategy that had been created using a strong evidence base, with significant policy work, data collection and engagement with stakeholders undertaken. High level costings had been put together and complex issues considered, such as potential amendments to Rights of Way and where the proposed Greenway routes potentially crossed private land.

The process to develop the strategy had been undertaken utilising the Local Cycling and Walking Infrastructure Plan process, following national best practice and a number of design recommendation booklets for the various proposed routes had been produced. More detailed feasibility studies could be undertaken using these as the project moved forward.

The meeting noted that consultants had been appointed early 2023, working alongside the Council and stakeholders to get the strategy to its current stage by undertaking significant data collection and policy reviews.

It was heard that the Greenway Strategy was currently out for public consultation for a period of six-weeks, seeking views from respondents particularly with regard to prioritisation of proposed routes.

The meeting received details of the vision and objectives of the strategy, a countywide rural network of safe, largely traffic-free walking, wheeling and cycling routes, connecting to towns and employment, leisure, tourism, and education

destinations. It was noted that delivery of the strategy would be more challenging than its development.

High-level costings for the strategy were provided to the meeting, that noted an approximate cost of £38.1m for delivery of the whole proposal. When funding opportunities arose, the Council would have feasibility studies in place to allow for positive funding bids to be made.

The meeting heard that four routes had been identified to include in the design recommendations child document accompanying the strategic masterplan. These routes had been informed by prioritisation scores, which routes have existing feasibility studies and the need to ensure a fair spread of routes across North Northamptonshire. The routes were:

- Rothwell to Kettering
- Wellingborough to Wollaston via Irchester
- Burton Latimer to Irthlingborough
- Kettering to Thrapston

Councillors asked questions in relation to:

- The public consultation process
- Road safety to encourage cycling and walking
- Connectivity with towns to employment/leisure/housing
- Links between Kettering and Corby; including Boughton House and Wicksteed Park
- Prioritisation of routes once funding was obtained
- Promotion of the public consultation
- Lighting of routes
- Whether the Greenway would go through Irchester County Park
- Whether S106 monies could be utilised for routes outside of the four prioritised routes if the opportunity arose
- Consultation details to be circulated to members
- Tempering expectations in relation to timescales in development of the Greenway

The Chair thanked the Assistant Director of Housing & Communities for the presentation and noted that promotion of the consultation was of great importance as the public had significant interest in the issue. The Chair stated that this type of strategy was of exactly the sort where councils should be leading the way, feeding into the Big50 priorities identified as part of that process, whilst noting the need to temper expectations of delivery times as a long-term project.

42 Executive Forward Plan

The Executive Forward Plan for October 2023 to February 2024 was considered and noted.

43 Forward List of Items for the EAP

The forward list of items for the EAP was considered. It was agreed that the following items be tabled at the next meeting on 1st December 2023.

- Adult Social Care Strategy
- Service Presentation – Adult Services
- Communities Strategy

44 Close of Meeting

There being no further business, the Chair thanked Members and Officers for their attendance and closed the meeting.

Chair

Date

The meeting closed at 12.05 pm



Active Communities Executive Advisory Panel 1st December 2023

Report Title	Development of the North Northamptonshire Adult Social Care Strategy	
Report Authors	Ali Gilbert, ICS Director of North Place Development Ali.Gilbert@northnorthants.gov.uk	
Contributors/Checkers/Approvers		
Other Director/SME	David Watts, Executive Director Adults, Health Partnerships, Children and Housing <u>Assistant Directors Adults and Health partnerships</u> Matthew Jenkins Sam Fitzgerald Zakia Longhead	David.Watts@northnorthants.gov.uk

List of Appendices

Appendix A - New Sense of Place and ASC strategy development

Appendix B - Executive Summary draft ASC strategy Version 13

Appendix C - Draft ASC strategy Version 13

Appendix D - Draft person journeys Version 13

1. Purpose of Report

- 1.1. To provide an overview of the development of the North Northamptonshire Adult Social Care (ASC) five-year strategy.

2. Executive Summary

- 2.1. The North Adult Social Care (ASC) strategy is being co-produced with the NNC ASC workforce and this paper provides an overview of the development to date as outlined in **Appendix B & C**.

2.2. The following headlines describe key elements of the strategy and the approach taken in its development:

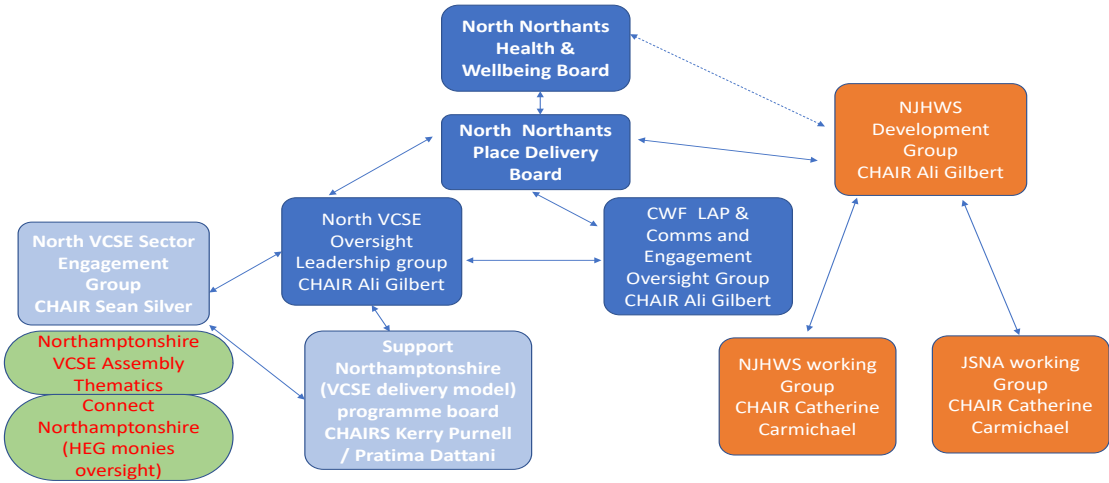
- The National statutory requirements of the Care Act are threaded through to local requirements, with recognition of its development in the recent Association of Directors of Adult Social Services (ADASS) annual conversation visit feedback.
- The draft strategy is a framework that brings together all current developmental work and sets a five-year direction of travel for the people of North Northamptonshire.
- It is a document that has 'a way of working at its heart' and will be embedded into day-to-day operations as we move forward.
- A co-productive approach has been taken with the NNC ASC workforce and the people who use the services to enable a solid engagement.
- System partners have started to be involved through the North Place Board. This will expand as we move into the next phase of development.
- A five-year vision, aims and ambitions including values and behaviours, have been developed based on the output of the staff practice framework outputs.
- An outline of the case for change based on the as-is way of working, with a focus on ASC demand reduction and value for money.
- The future proposed person-centred strengths based operating model (the future way of working). The proposed outcomes framework will be based on the recent National Adult Social Care outcomes framework (ASCOF).
- The opportunity to embed sustainable co-production with partners, communities and people who are involved in ASC services has been placed at the heart of the strategy.
- An alignment with the North Place Development model – A New Sense of Place (Local Area Partnerships – (LAPS) and Support North Northamptonshire Voluntary Community and Social Enterprise (VCSE) collaborative initiative).
- The roadmap articulating the next steps and progressive wider partner involvement and ownership.
- Implementation planning of what this means operationally will be developed with staff in early 2024 to implement a sustainable model over the coming years, within the required budgetary envelope.

3. Recommendations

- 3.1. It is recommended that:
 - a) The progression of the development of the draft North Adult Social Care strategy is noted and discussed.
 - b) That partners are asked to share the development to date within their organisations and work to develop the strategy further.

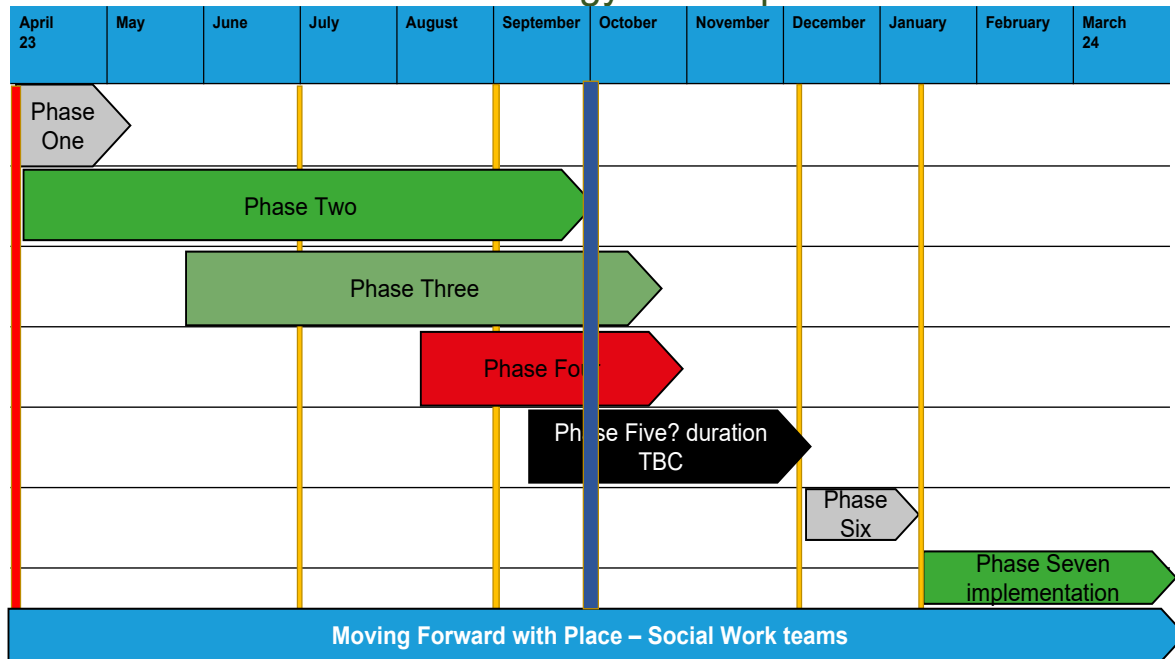
4. Report Background

- 4.1. The North Adult social care strategy is under development through a co-productive approach. **Appendix B** reflect provides and executive summary of the work to date with **Appendix C** providing further detail.
- 4.2. **Appendix A** reflects the connectivity with the wider North Place Development A New Sense of Place
- 4.3. The **Governance** supporting its development is reflected below.



- 4.4. The developmental **phased approach** is outlined below and reflects the time for the ASC workforce to own and shape the emerging strategy.

NNC Adult Social Care Strategy Development 2023/2024



Phase 1 - Research national/local strategy and best practice.

Phase 2 - Developmental design of the future ASC operating model.

Phase 3 - Developmental design of the future coproduction strategy.

Phase 4 - Development consultation strategy / outcomes framework.

Phase 5 – Informal Consultation / engagement period.

Phase 6 - Final strategy developed - NNC and system governance.

Phase 7 - Embedding of the new way of working.

4.5. The shared vision, aims, ambitions and outcomes, as far as the draft strategy has been developed, are described below (**Appendix B & C**)

4.6. Shared Vision

4.6.1 People will be enabled to lead the lives they wish to live, having the best opportunities to achieve the outcomes that are important to them.

4.6.2 As one resilient workforce:

- We will work ambitiously in partnership with people and have a relentless focus on the strengths of people to ensure they develop, maintain and recover their independence.
- We will provide and/or commission high standard personalised care and support that enables people to have the best opportunities and quality of life.

4.7. **Shared Aims**

- To provide and commission strength-based personalised care to meet the needs of individuals and their carers in the places they live.
- To ensure equal access and support for those who need it.
- To ensure the wellbeing of our workforce is good.
- To safeguard to prevent harm and reduce the risk of abuse or neglect.
- To develop integrated commissioning and brokerage to support good outcomes.

4.8. **Shared Ambitions**

- Ensuring the wellbeing and independence of people.
- People should be able to live a life free from harm, with no tolerance of abuse.
- Communities are active and supportive.
- To create the conditions to support and develop our workforce.
- To actively engage people in co-production of adult social care services.

4.9. **Shared Outcomes**

- Living the life I want, keeping safe and well.
- Having the information I need when I need it.
- Keeping family friends and connections.
- My support my own way.
- Staying in control.

4.10. **Shared Values**

- Kind and respectful.
- Trusting.
- Transparent, efficient and we demonstrate our behaviours.
- Supporting.

4.11. **Shared Behaviours**

- Respect and understand people as individuals.
- Trust people know what's right for them. We listen and keep an open mind.

- We know and follow the law, ethics and best practice, always open to improvement.
- Be open about procedures, making them clear so people know what they can and cannot expect.
- We connect and engage well and respond in a timely manner.
- Honest about what we are going to do and say when we are going to do it, we do it.

4.12. The Way We Work Now

4.12.1 The case for change has many dimensions and is outlined in **Appendix C**, with **Appendix D** providing interactive person journeys for the current service offers.

4.12.2 The following provides an overview of the changes proposed to the current ASC service from a staff and user lens:

- Two routes of access into ASC services.
- Demand continues to increase and waits for reviews continues.
- No formal triage filter for 'conversation 1' i.e. listening hard to people, and their families to understand what's important and working with them to make connections and build relationships in order to help them get on with their life independently.
- Hand offs between services.
- Not all services are trained to focus on a strength-based approach.
- Limited population needs focused /place-based approach for providers, commissioning and contracting. Reliance on historic contractual approaches with limited market capacity in many areas.
- Carer and family support and recognition limited.
- Limited Information, advice and sign-posting at the main routes of access.
- Multiple IT systems and duplication, repetitiveness and hand-offs.
- Making Safeguarding Personal (MSP) is not embedded in all services consistently.
- Co-production is limited.

4.13. The Potential Future Way of Working

4.13.1 There is an emerging future model evolving, which builds on the place-based approach with communities and where people live.

4.13.2 The key components are outlined as:

- Person centered strength-based safe care.
- Single route of access into adult social care with the right allocation to community places / hubs.
- Information, advice and signposting embedded – conversation 1.
- Carers, friends and families involved most of the time when appropriate.
- Strengths based three conversations embedded with entire ASC workforce.
- Co-production embedded.
- Safeguarding culture owned by all to provide a person-centered outcome based on making safeguarding personal.
- Reduction of handoffs between services supported by the right technology.
- Appropriate and timely housing and accommodation offers.
- Needs based population commissioning, contracting underpinned by integrated brokerage and commissioning based at Place.
- Reducing demand and enabling timely reviews.
- A strong market that meets the needs of the population.
- Provide quality social care services through contracting, clear accountability, regulatory compliance with value for money and continuous improvement embedded.
- Appropriate skill and competency of all staff with clear career development opportunities available to all in support of staff wellbeing, recruitment and retention of people.
- Connected digital technology.

5. Next Steps

5.1 The intention is that the final strategy will be approved by the end of February 2024, with implementation planning underway with a view to initiate implementation in March 2024. **Appendix B & C** provides an overview of the roadmap and steps to achieve this.

6. Issues and Choices

- 6.1 The strategy is based on National best practice and confirmed through local co-production.

7. Implications (including financial implications)

7.1 Resources, Financial and Transformation

- 7.1.1 The intention is to implement the strategy within the allocated budget, with the intention to implement the key elements of strengths-based working.

7.2 Legal

- 7.2.1 There are currently no legal implications.

7.3 Risk

- 7.3.1 To continue ownership of the implementation of the strategy with our workforce within the budget allocated.

7.4 Consultation

- 7.4.1 There is currently no identification of a need for formal consultation.

7.5 Consideration by Scrutiny

- 7.5.1 None

7.6 Climate and Environmental Impact

- 7.6.1 There are currently no identified climate or environmental implications.

7.7 Community Impact

- 7.7.1 There will be embedded co-production with communities and an alignment with the New Sense of Place Community model.

North Northamptonshire Place Development & North Adult Social Care Strategy development

Ali Gilbert
ICS Director of North Place

Two Components

ONE North Northamptonshire
A New Sense of Place (being implemented)

TWO NNC
ASC Strategy Development (being developed)

TWO A. Moving Forward with Place (being implemented)

TWO B. Moving Forward with People (being developed)





Two Components

ONE North Northamptonshire
A New Sense of Place (being implemented)

TWO NNC
ASC Strategy Development (being developed)

TWO A. Moving Forward with Place (being implemented)

TWO B. Moving Forward with People (being developed)



A NEW *sense* OF PLACE

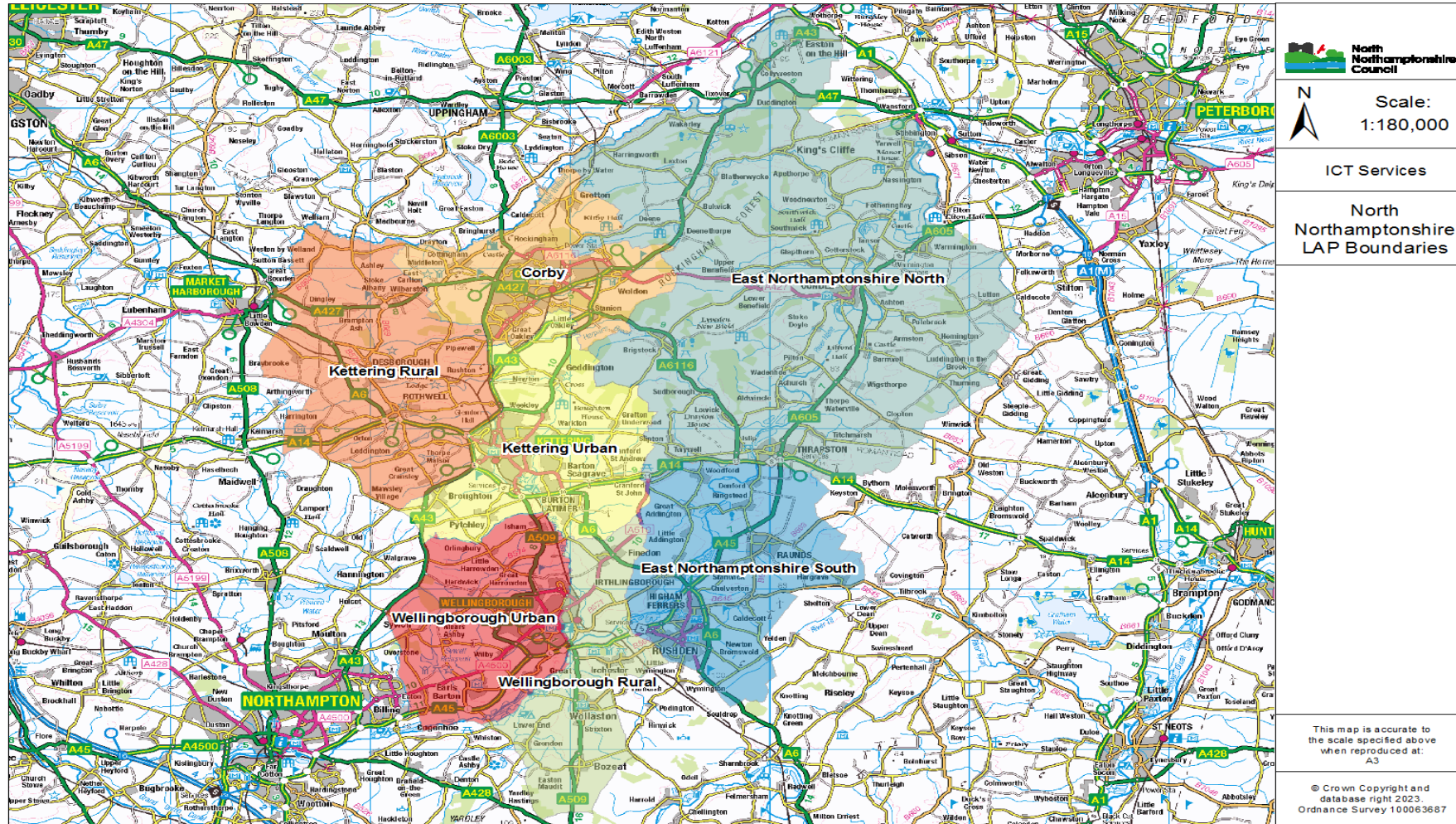
North Northamptonshire Place Development

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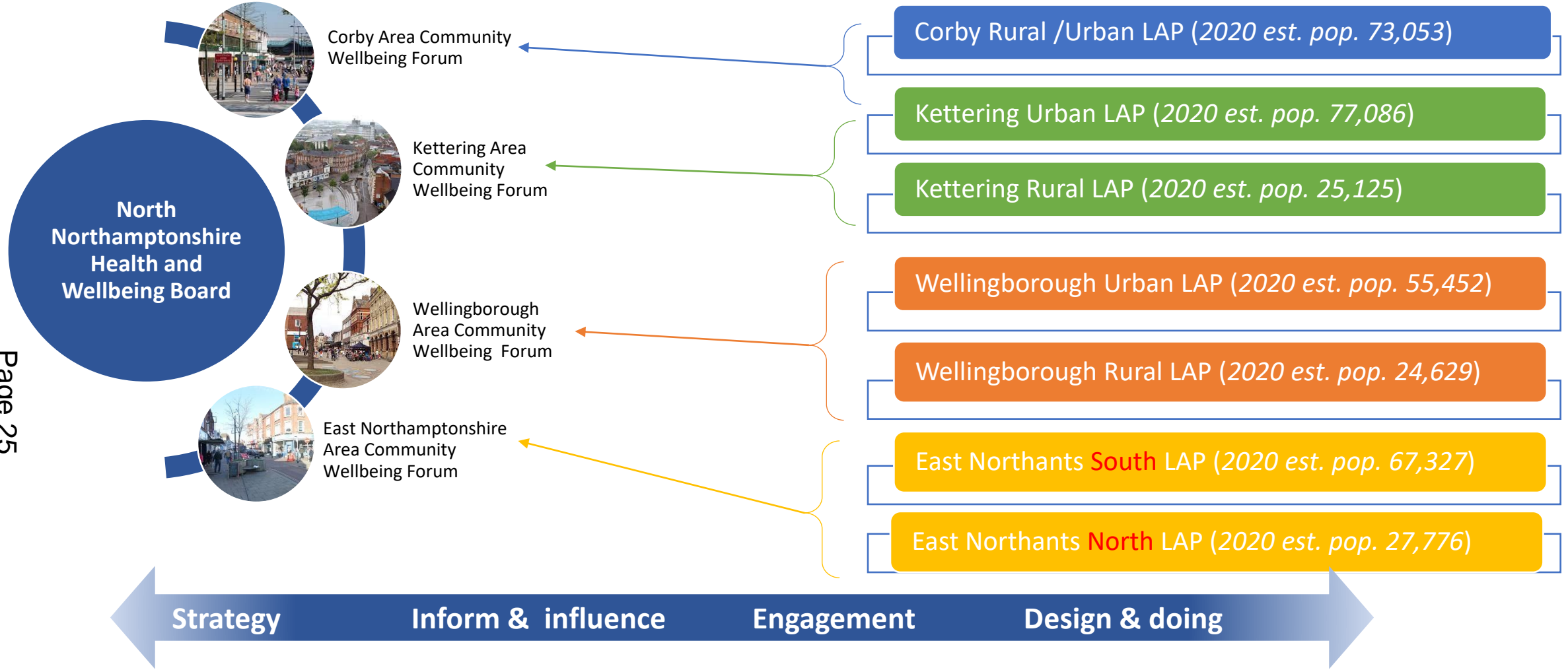
North
Northamptonshire
Council

North Place LAP boundaries



Area Community Wellbeing Forums Local Area Partnerships

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Two Components

ONE North Northamptonshire
A New Sense of Place (being implemented)

Page 26 **TWO** NNC
ASC Strategy Development (being developed)

TWO A. Moving Forward with Place (being implemented)

TWO B. Moving Forward with People (being developed)



North Northamptonshire Adult Social Care Strategy 2023 - 2028

*The lives we
live*

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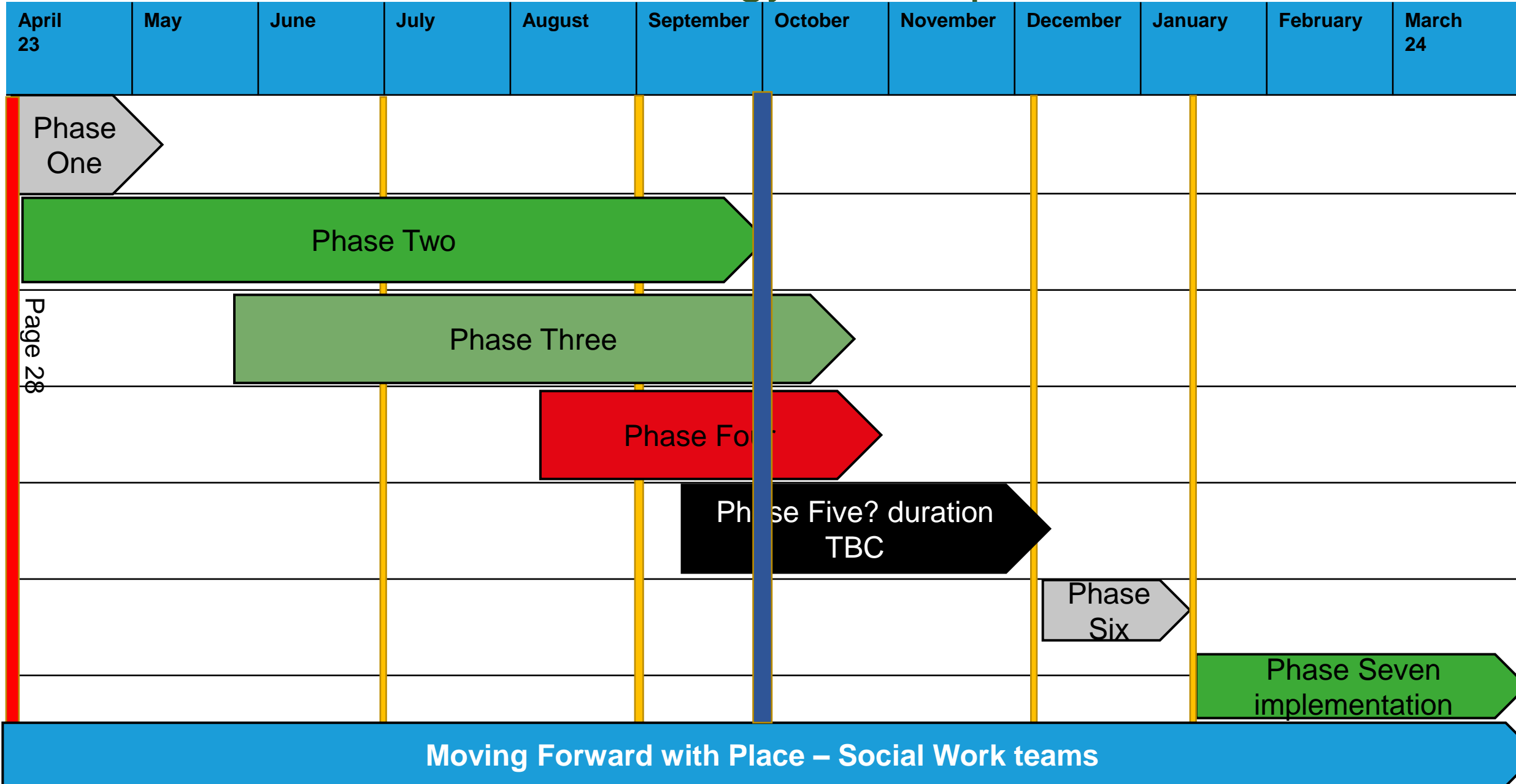


OUR APPROACH TO DEVELOPING WITH YOU



**North
Northamptonshire
Council**

NNC Adult Social Care Strategy Development 2023/2024

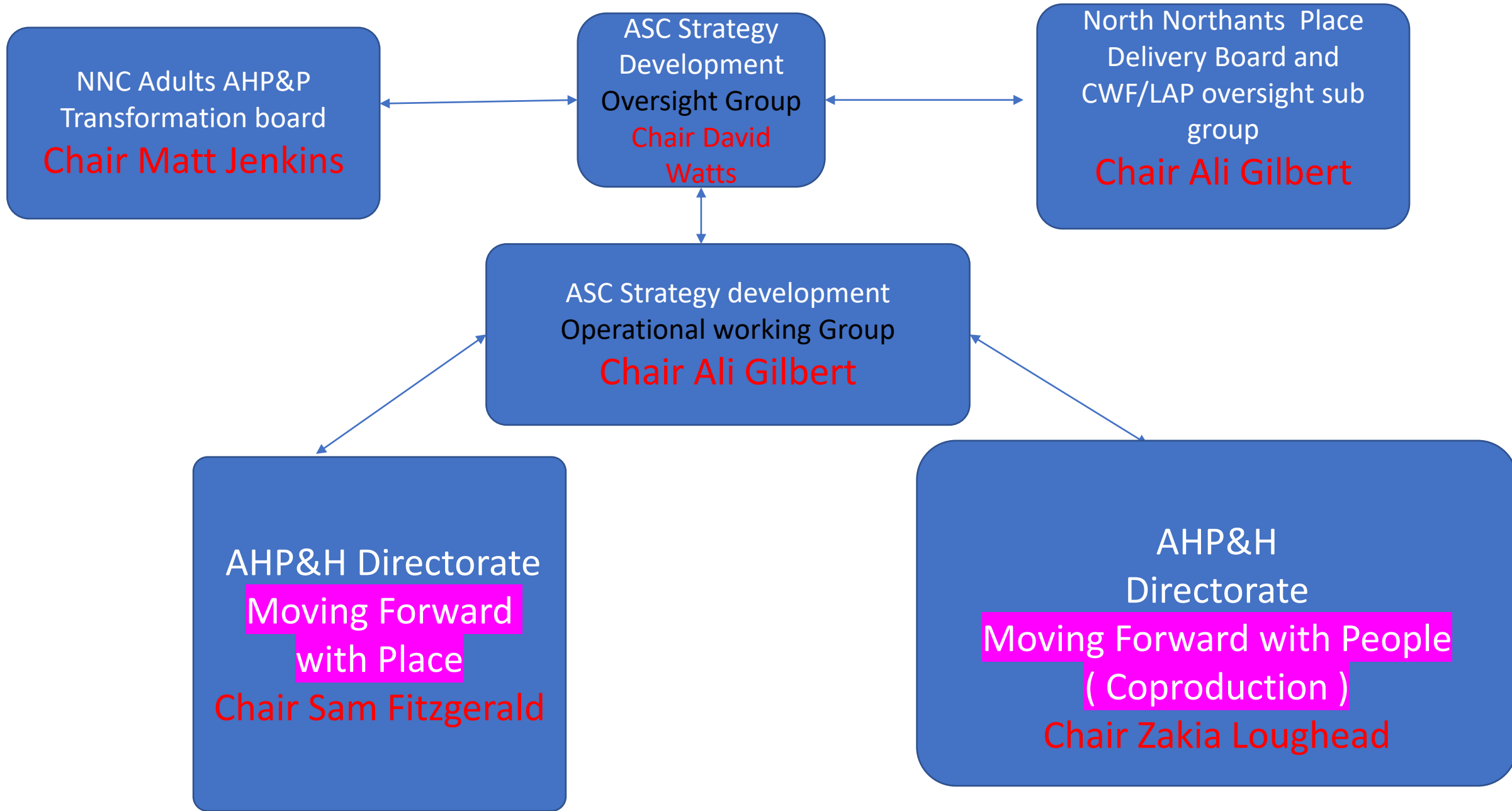


Phased Developmental Approach

- Phase 1 Research National/local strategy and best practice
- Phase 2 Developmental design of the future ASC operating model
- Phase 3 Developmental design of the future coproduction strategy
- Phase 4 Development consultation strategy / outcomes framework
- Phase 5 Consultation / engagement period
- Phase 6 Final strategy developed - NNC and system governance
- Phase 7 Embedding of the new way of working



NNC Adult Social Care Strategy development governance



Two Components

ONE North Northamptonshire
A New Sense of Place (being implemented)

TWO NNC
ASC Strategy Development (being developed)

TWO A. Moving Forward with Place (being implemented)

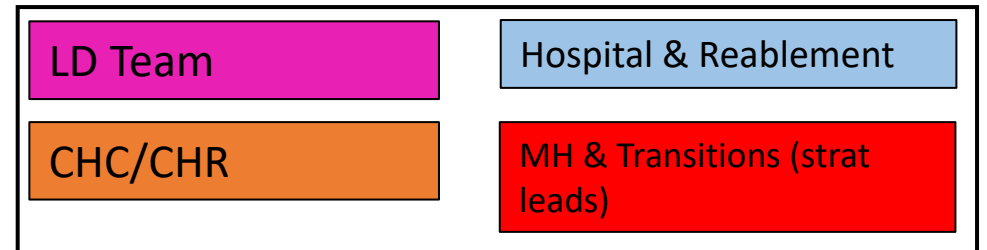
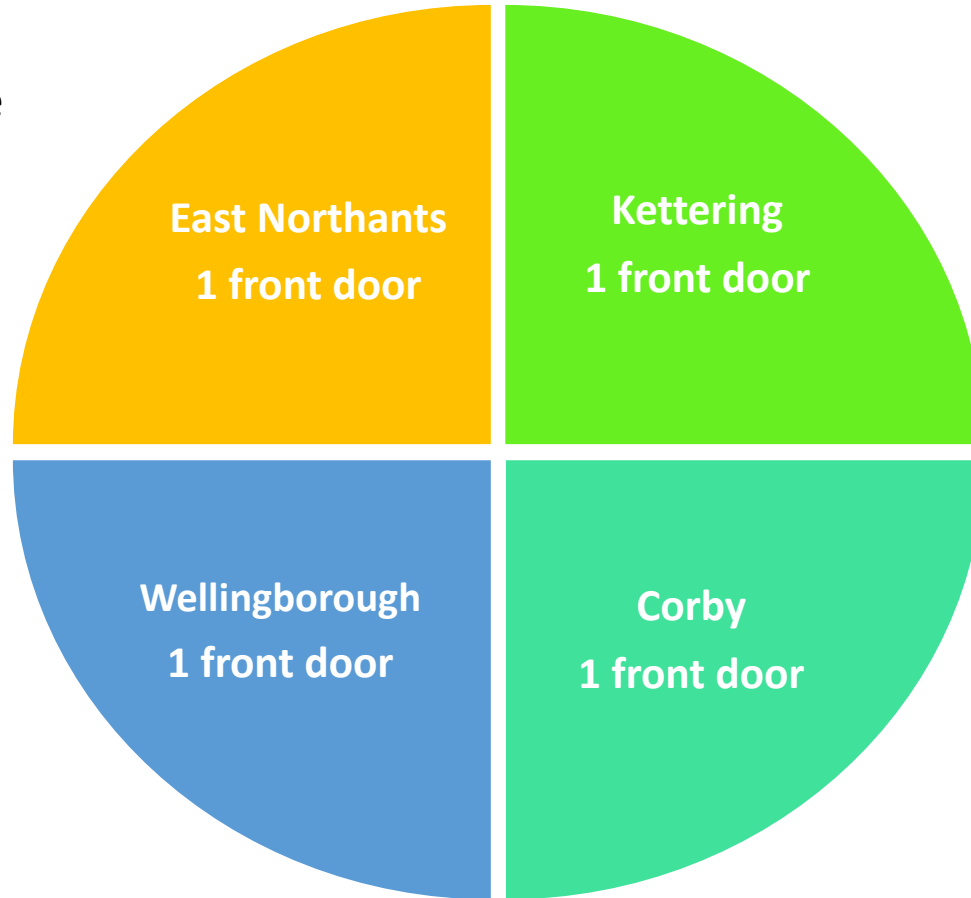
TWO B. Moving Forward with People (being developed)



3. Moving Forward with Place - The Proposed 'Form'

Head of Service

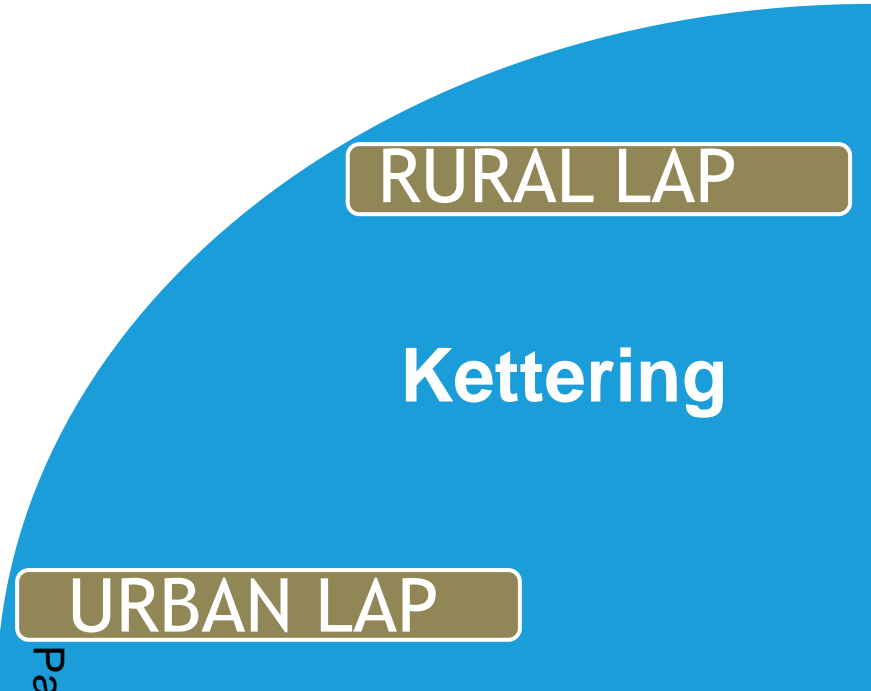
Head of Service



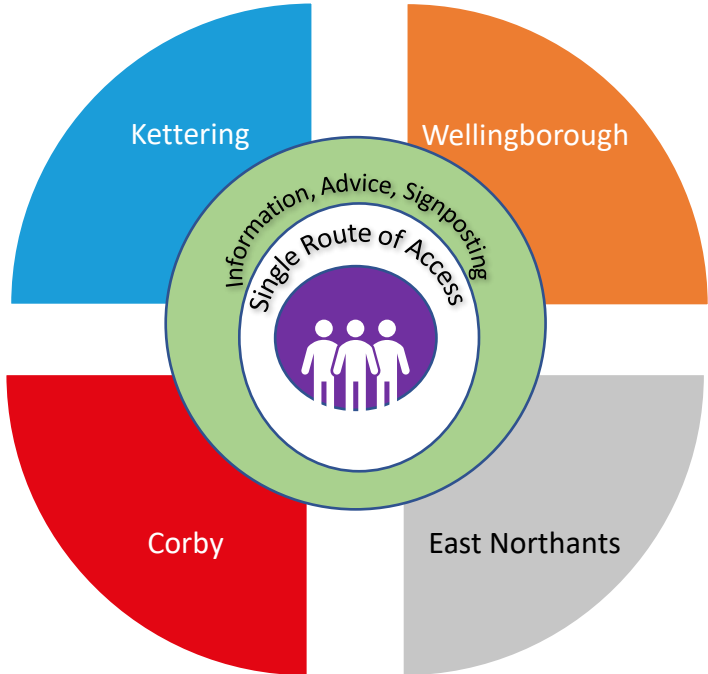
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A NEW *sense* OF PLACE



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- Corby Rural /Urban LAP (2020 est. pop. 73,053)
- Kettering Urban LAP (2020 est. pop. 77,086)
- Kettering Rural LAP (2020 est. pop. 25,125)
- Wellingborough Urban LAP (2020 est. pop. 55,452)
- Wellingborough Rural LAP (2020 est. pop. 24,629)
- East Northants South LAP (2020 est. pop. 67,327)
- East Northants North LAP (2020 est. pop. 27,776)



Two Components

ONE North Northamptonshire
A New Sense of Place (being implemented)

Page 34 **TWO** NNC
ASC Strategy Development (being developed)

TWO A. Moving Forward with Place (being implemented)

TWO B. Moving Forward with People (being developed)



Moving Forward with People (co-production) Our Vision

Our vision is to co-produce Adult Social Care Services in a way that is meaningful, and person centred by incorporating our core values for North Northamptonshire which include:

Customer focussed For individual, their families and carers, this means they can expect person centred care, that is tailored to the circumstances, strengths and needs of the individual and demonstrate their desired outcomes.

Respectful This means individuals, families and carers can expect to be always treated with dignity, having support that recognises their capability and ambitions whilst promoting independence and being treated as equals.

Trustworthy Individuals, families and carers can expect open, honest and regular communication that involves active listening to ensure mutual understanding and where needed, additional support to aid participation and understanding. They can also expect to have increased involvement and recognition of their role as experts in their own lives. Individuals, families and carers can expect to be kept informed in ways and with frequencies that have been agreed with them.

Efficient This means that people who use services and their families can expect timely, high-quality information, advice, assessments and support to ensure that their individual needs are met. Individuals, families and carers can expect a shared understanding of what constitutes high quality care, how this is demonstrated and measured.

Supportive Individuals, families and carers are able to make decisions about what is right for them, their quality of life is improved, and they are enabled to participate as valued members of the wider community.

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North Northamptonshire Adult Social Care Strategy 2023 - 2028

The lives we
live



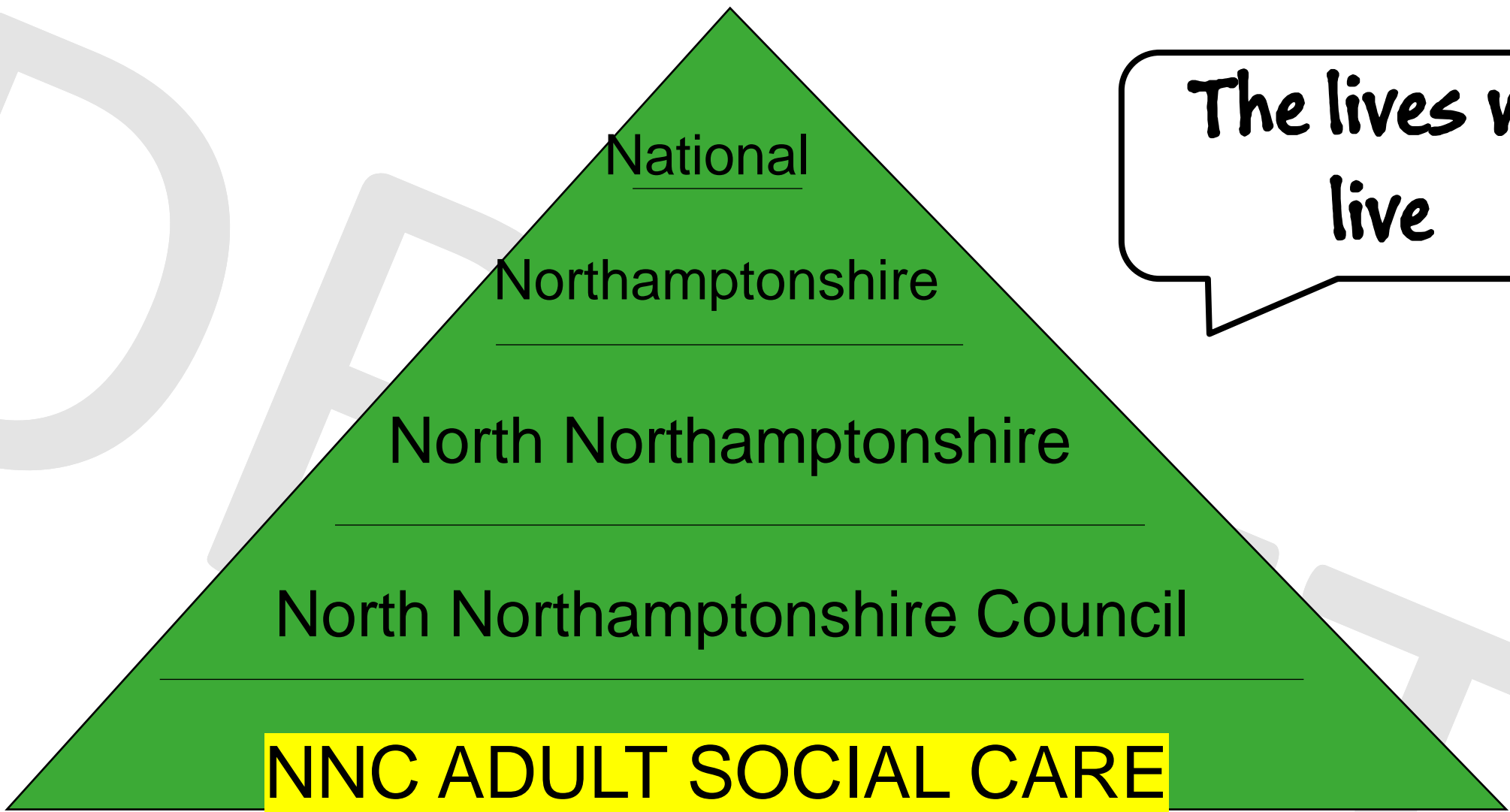
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The lives we
live

Introduction

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- ❑ It is based on **collaborative engagement and co-production** with local partners, people working in social care, and people who draw on care and support, recognizing people have the knowledge and experience to improve the way we deliver care.
- ❑ **National through to local context**



The lives we live



North Northamptonshire Adult Social Care Strategy 2023 - 2026

**The lives we
live**

VISION

AIMS

AMBITIONS

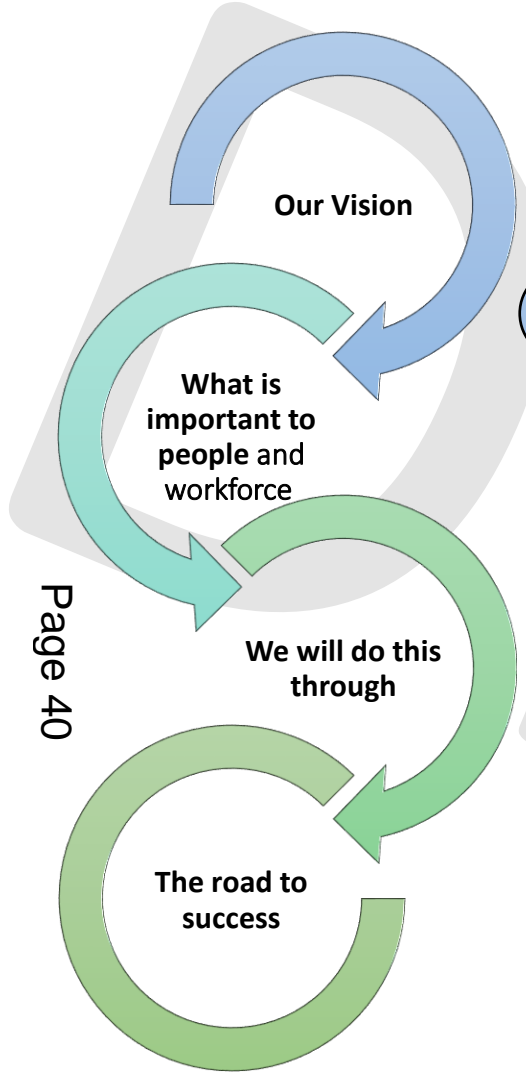
**Values –
Behaviours**

**STRENGTHS BASED PERSON CENTERED
CONVERSATION ONE, TWO AND THREE**

Knowing how well we have done

OUTCOMES

Working with other strategies and plans



Page 40



Shared Vision
Shared Aims
Shared Ambition
Shared Values
Shared Behaviours

The lives we live

NNC Adult Social Care



North
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SHARED VISION

The lives we
live

People will be enabled to lead the lives they wish to live, having the best opportunities to achieve the outcomes that are important to them.

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As one resilient workforce

- We will work ambitiously in partnership with people and have a relentless focus on the strengths of people to ensure they develop, maintain and recover their independence.**
- We will provide and/or commission high standard personalised care and support that enables people to have the best opportunities and quality of life.**



SHARED AIMS

The lives we
live

- ❑ To provide and commission strength based personalised care to meet the needs of individuals and their carers in the places they live
- ❑ To ensure equal access and support for those who need it
- ❑ To ensure the wellbeing of our workforce is good
- ❑ To safeguard to prevent harm and reduce the risk of abuse or neglect
- ❑ To develop integrated commissioning and brokerage to support good outcomes



SHARED AMBITIONS

The lives we
live

- Ensuring the wellbeing and independence of people
- People should be able to live a life free from harm, with no tolerance of abuse
- Communities are active and supportive
- To create the conditions to support and develop our workforce
- To actively engage people in co-production of adult social care services



SHARED OUTCOMES

- Living the life I want, keeping safe and well
- Having the information I need when I need it
- Keeping family friends and connections
- My support my own way
- Staying in control

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The lives we
live



Changes to the Adult Social Care Outcomes Framework (ASCOF) for 2023 to 2024

Objectives

1. Quality of life: people's quality of life is maximised by the support and services which they access, given their needs and aspirations, while ensuring that public resources are allocated efficiently.
2. Independence: people are enabled by ASC to maintain their independence and, where appropriate, regain it.
3. Empowerment – information and advice: individuals, their families and unpaid carers are empowered by access to good quality information and advice to have choice and control over the care they access.
4. Safety: people have access to care and support that is safe and which is appropriate to their needs.
5. Social connections: people are enabled by ASC to maintain and, where appropriate, regain their connections to their own home, family, and community.
6. Continuity and quality of care: people receive quality care, underpinned by a sustainable and high-quality care market and an adequate supply of appropriately qualified and trained staff.

SHARED VALUES

The lives we live

Our values and behaviours will help us achieve our vision.



Customer-focused

- Think 'One Team' and act Council-wide
- Take ownership and do the right thing
- Keep customers up-to-date and informed
- Listen and respond to differing needs



Respectful

- Embrace and live the Council's values
- Listen to and value the contributions of others
- Share ideas and feedback at all levels
- Promote diversity and inclusivity



Efficient

- Challenge and innovate
- Be collaborative and share learning
- Be flexible, proactive and prioritise
- Seek learning opportunities



Supportive

- Build an open and sustainable culture
- Promote achievement and celebrate success
- Be caring and empathetic
- Develop yourself and others



Trustworthy

- Act with honesty and integrity
- Build effective relationships
- Do what you say you're going to do
- Be open and transparent

Our vision for North Northamptonshire:

'A place where everyone has the best opportunities and quality of life.'

- Kind and respectful
- Trusting
- Transparent, efficient and we demonstrate our behaviours
- Supporting

SHARED BEHAVIOURS

The lives we
live

- Respect and understand people as individuals
- Trust people know what's right for them. We listen and keep an open mind
- We know and follow the law, ethics and best practice, always open to improvement
- Be open about procedures, making them clear so people know what they can and cannot expect
- We connect and engage well and respond in a timely manner
- Honest about what we are going to do and say when we are going to do it , we do it.



THE WAY WE WORK NOW - what we want to change

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Hospital

Community

Adult Social Care

Transitions Inclusion Care Home Review Team Continuing Health Care

Community Learning Disabilities Hospital Reablement

Brokerage Financial Assessments Personal Budget Support Service Payments Client Funds

Pine Lodge Day Services EADS (Employment and Disability Service) Provider Safeguarding Approved Mental Health Professionals

Thackley Green Therapy LIVE (Learning Independent Volunteering & Employment) Deprivation of Liberty Safeguards

External Provider

Making Safeguarding Personal

THE WAY WE WORK NOW – what we want to change

- Two routes of access into ASC services
- Demand continues to increase and waits for reviews continues
- No formal triage filter for conversation 1
- Hand offs between services
- Not all services are trained to focus on a strength-based approach
- Limited population needs focused /place-based approach for providers, commissioning and contracting. Reliance on historic contractual approaches with limited market capacity in many areas.
- Carer and family support and recognition limited
- Limited Information, advice and sign posting at the main routes of access
- Multiple IT systems and duplication, repetitiveness and hand offs
- Making Safeguarding Personal (MSP) is not embedded in all services consistently
- Co-production is limited



OUR POTENTIAL FUTURE STRENGTH BASED WAY OF WORKING

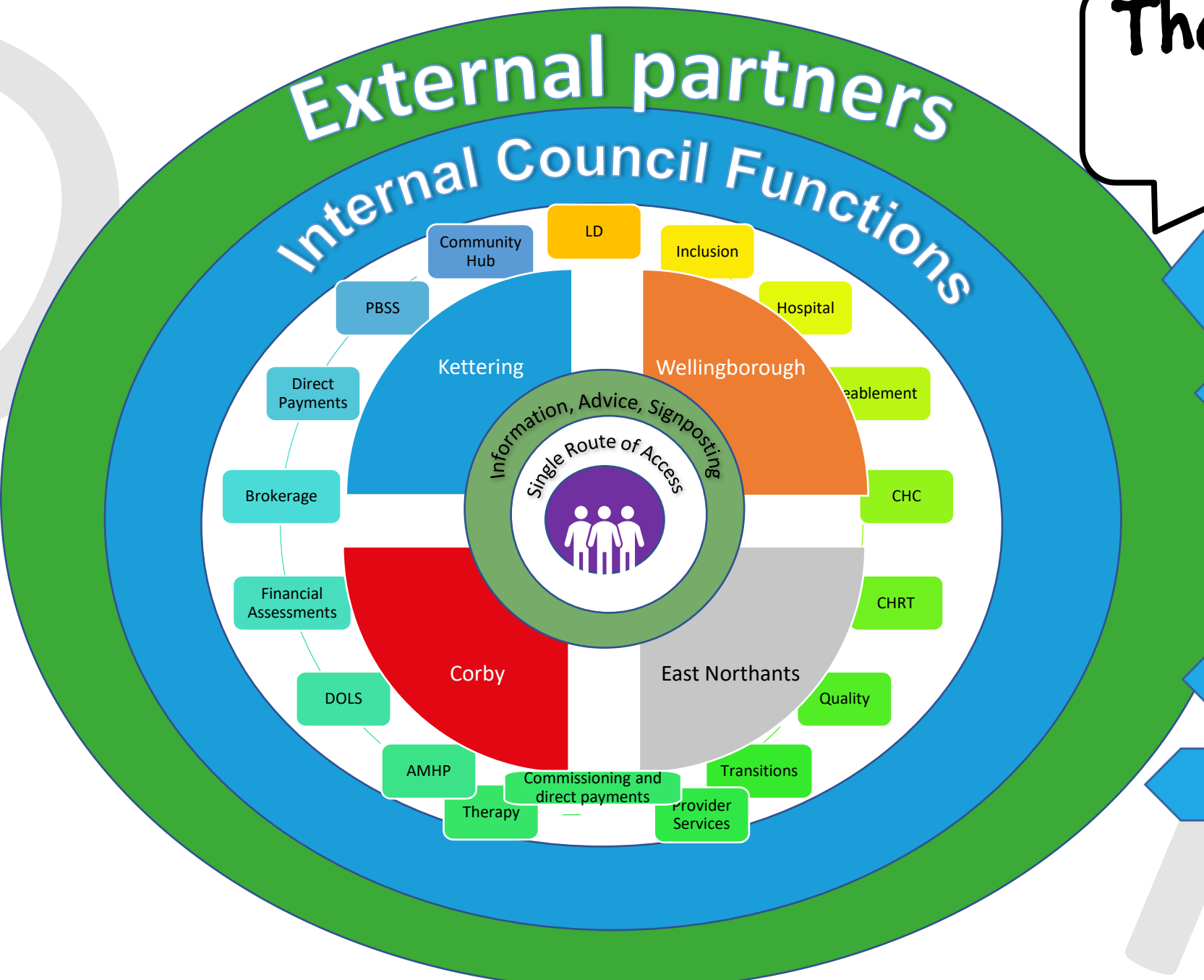
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*The lives we
live*



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Council

The lives we live

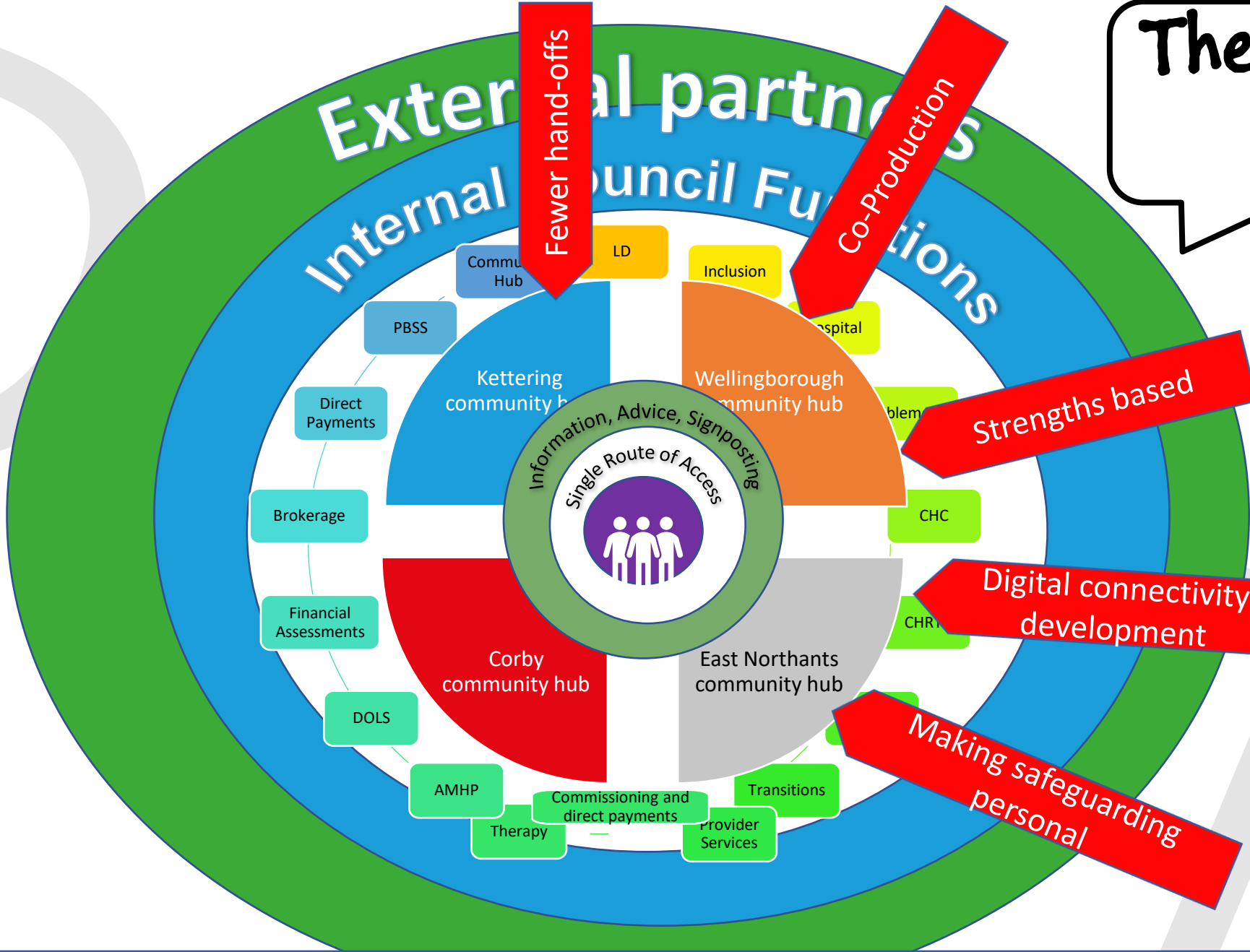


- ASC Vision
- ASC Aims
- ASC Outcomes
- ASC Values and behaviours

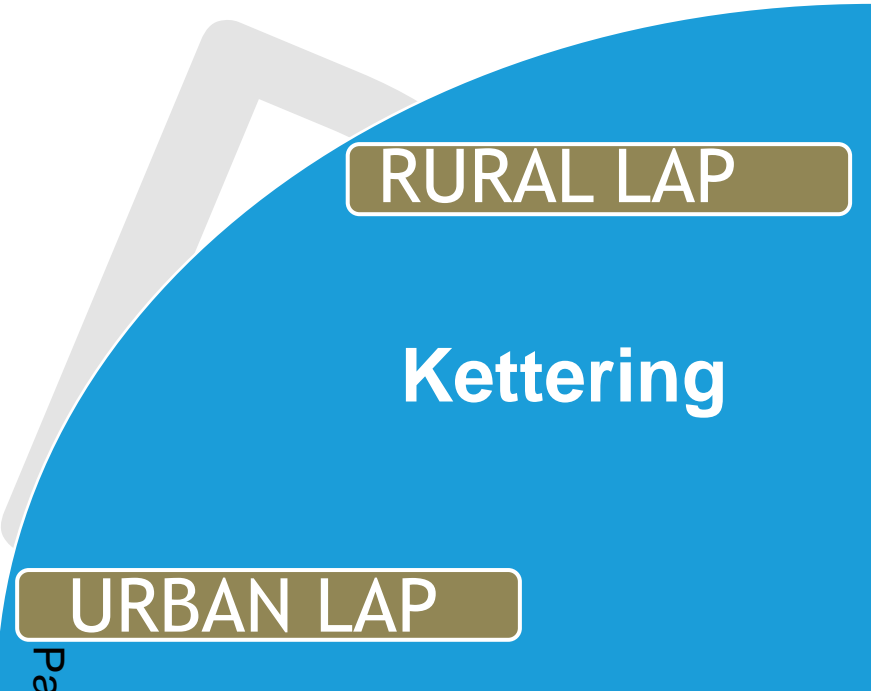
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- Making safeguarding personal
- 3 conversations
- Strengths based
- Co-Production
- No hand-offs
- Digital development

The lives we live

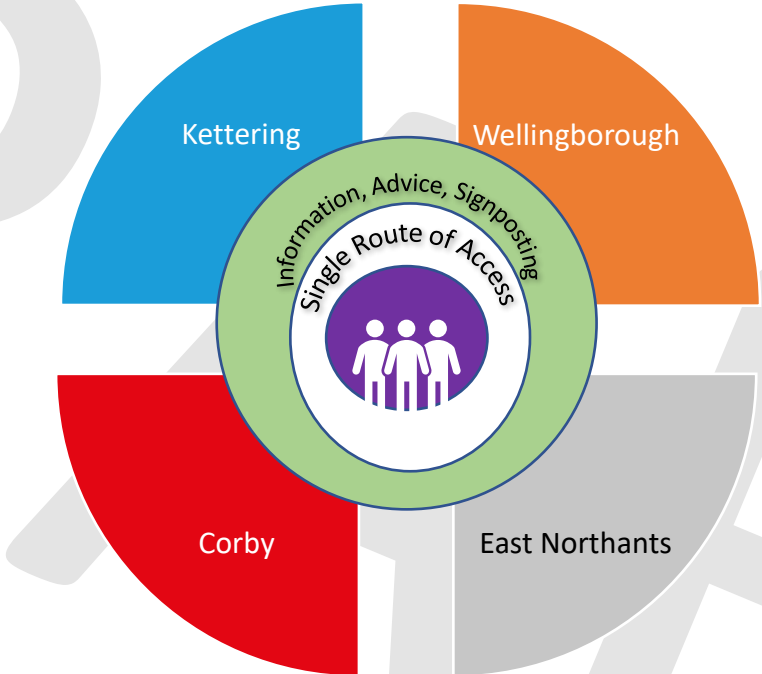


A NEW *sense* OF PLACE



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The lives
we live



- Corby Rural /Urban LAP (2020 est. pop. 73,053)
- Kettering Urban LAP (2020 est. pop. 77,086)
- Kettering Rural LAP (2020 est. pop. 25,125)
- Wellingborough Urban LAP (2020 est. pop. 55,452)
- Wellingborough Rural LAP (2020 est. pop. 24,629)
- East Northants South LAP (2020 est. pop. 67,327)
- East Northants North LAP (2020 est. pop. 27,776)



OUR POTENTIAL FUTURE STRENGTH BASED WAY OF WORKING

- Person centered strength-based safe care
- Single route of access into adult social care with the right allocation to community places / hubs
- Information, advice and signposting embedded – conversation 1
- Carers, friends and families involved most of the time when appropriate
- Strengths based three conversations embedded with entire ASC workforce
- Co-production embedded
- Safeguarding culture owned by all to provide a person-centered outcome based on making safeguarding personal
- Reduction of handoffs between services supported by the right technology
- Appropriate and timely housing and accommodation offers
- Needs based population commissioning, contracting underpinned by integrated brokerage and commissioning based at Place

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The lives we
live

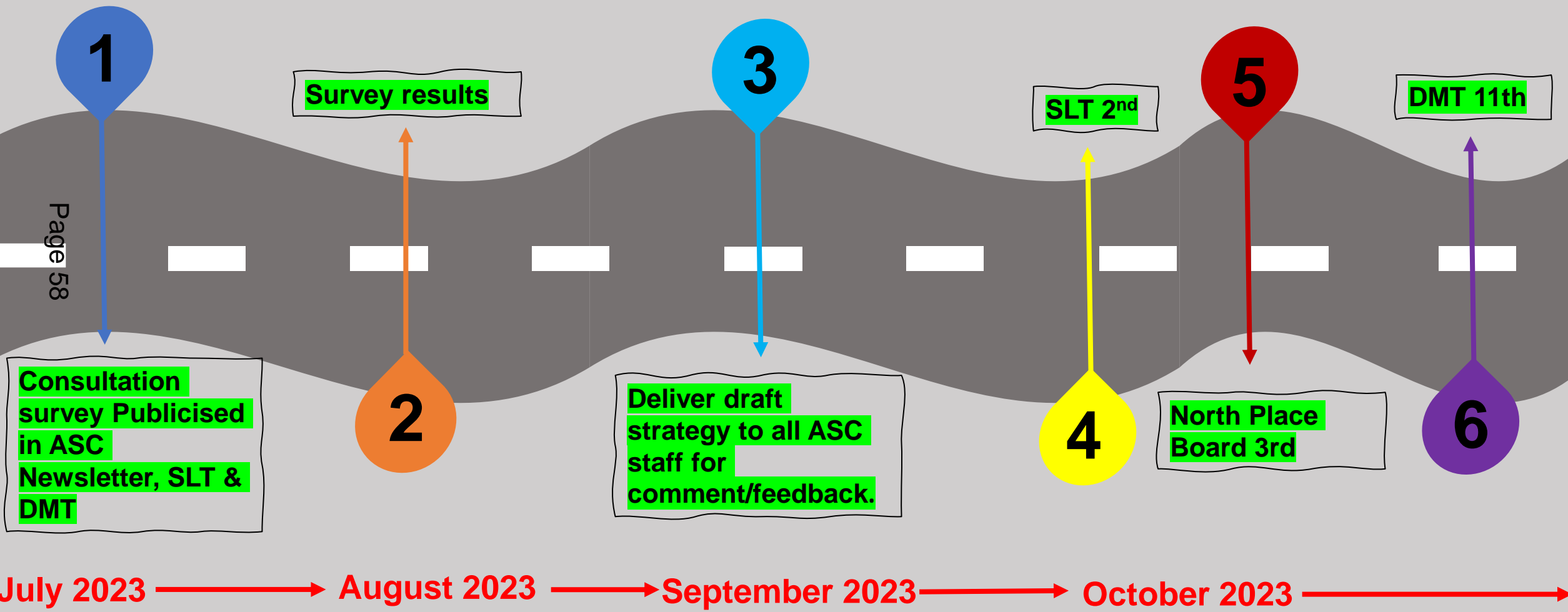


OUR POTENTIAL FUTURE STRENGTH BASED WAY OF WORKING

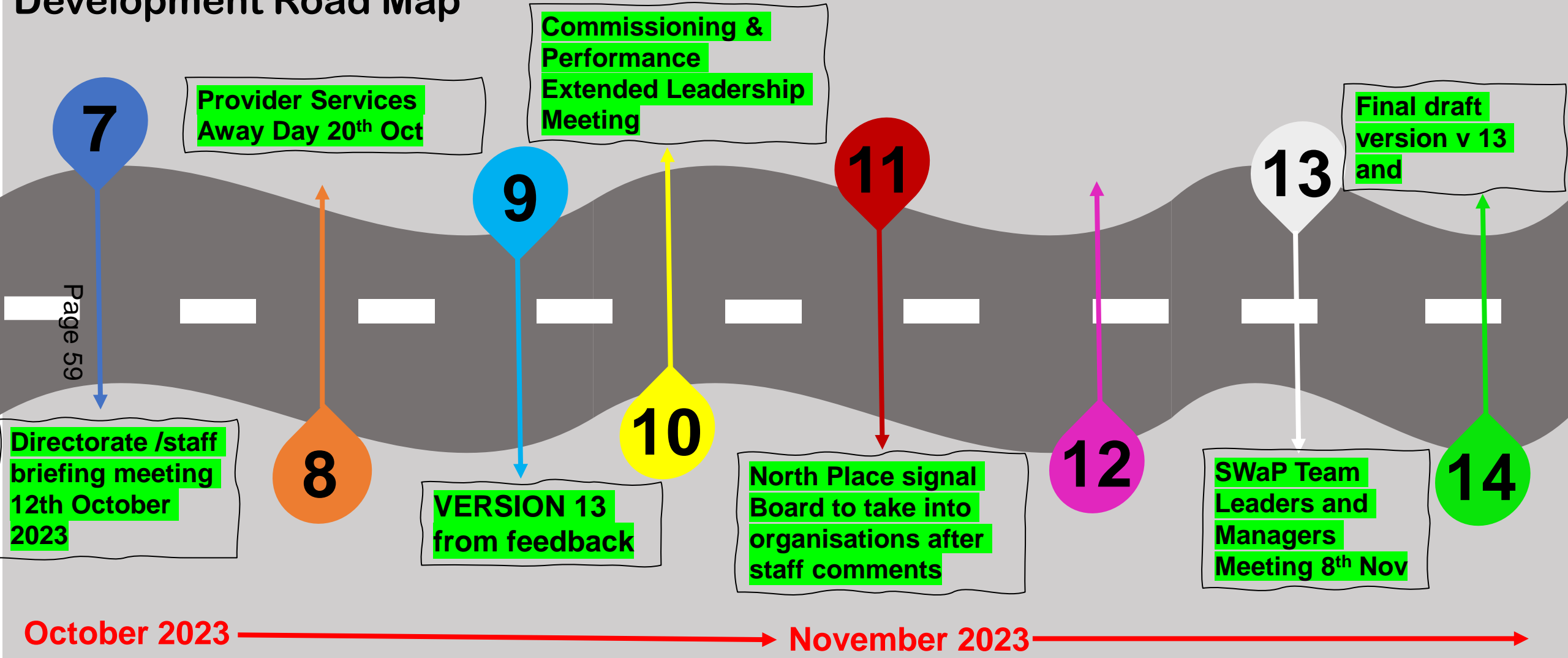
- Reducing demand and enabling timely reviews
- A strong market that meet the needs of the population
- Provide quality social care services through contracting , clear accountability, regulatory compliance with value for money and continuous improvement embedded
- Appropriate skill and competency of all staff with clear career development opportunities available to all in support of staff wellbeing , recruitment and retention of people
- Connected digital technology



ASC Strategy Development Road Map

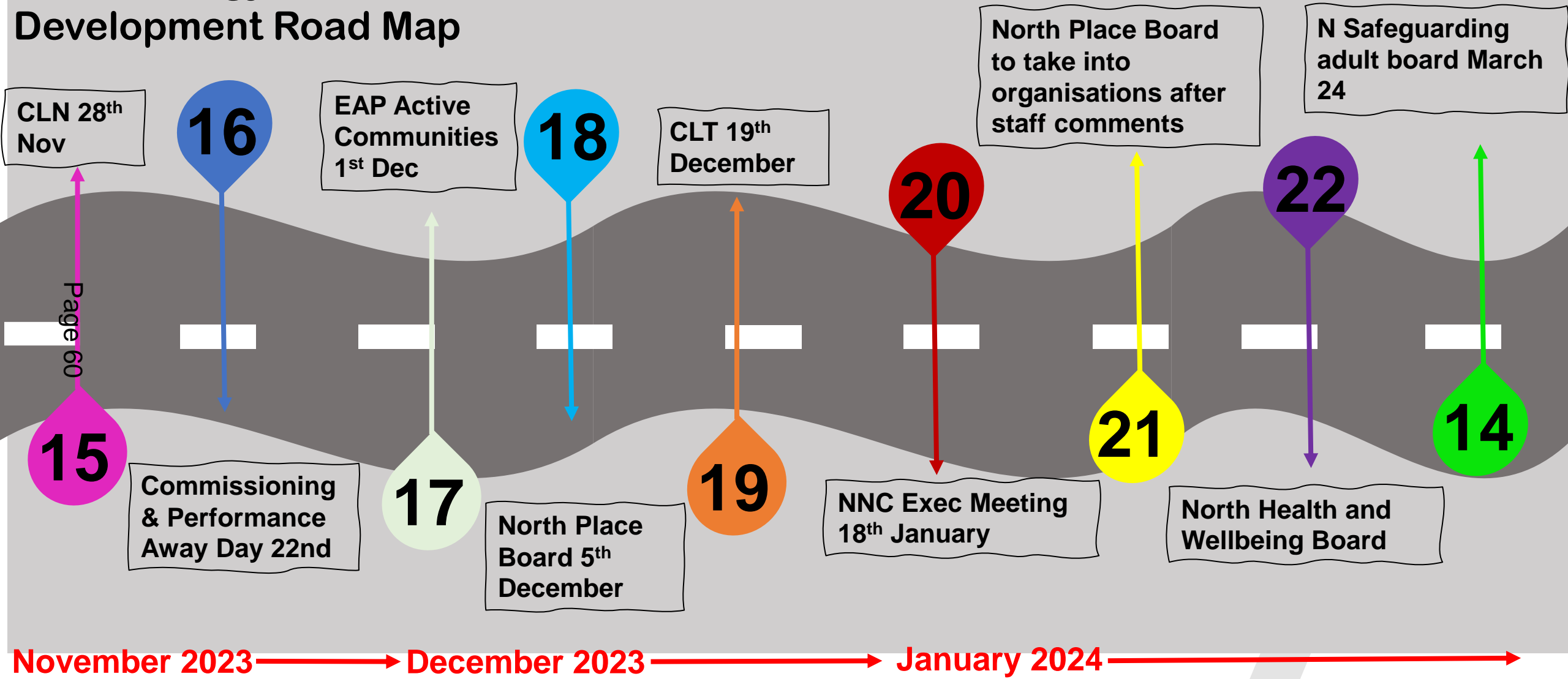


ASC Strategy Development Road Map



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ASC Strategy Development Road Map



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North Northamptonshire Adult Social Care Strategy 2023 - 2028

The lives we
live



Working Draft 13



Adult Social Care Strategy 2023 - 2028

- 1. Introduction**
- 2. National context**
- 3. Northamptonshire Local context**
- 4. North Northamptonshire context - A New Sense of Place**
- 5. North Northamptonshire council (NNC)**
- 6. Our Case for change**
- 7. Shared vision, aims and ambitions**
- 8. The way we work now**
- 9. The future way of working**

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The lives we
live

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North Northamptonshire Adult Social Care Strategy 2023 - 2026

**The lives we
live**

VISION

AIMS

AMBITIONS

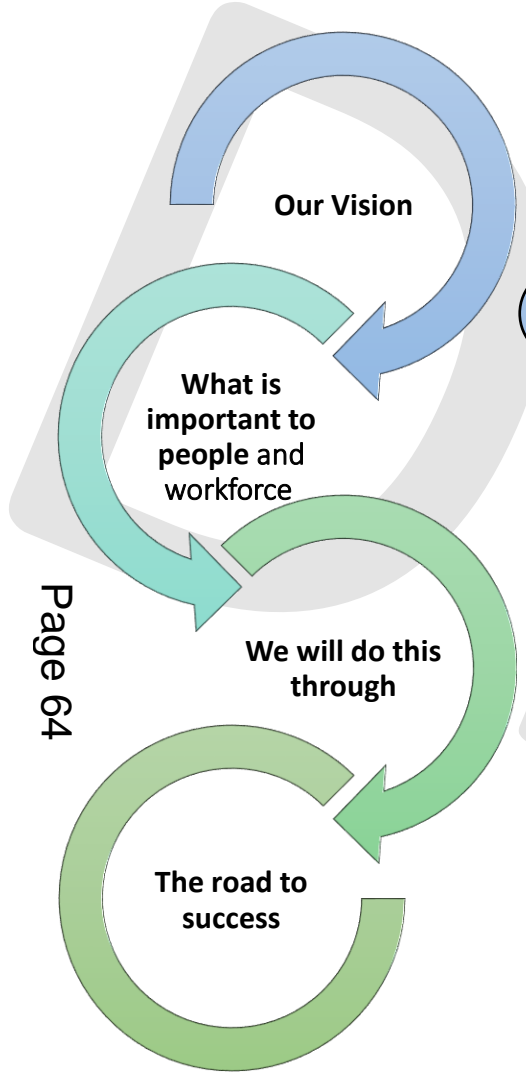
**Values –
Behaviours**

**STRENGTHS BASED PERSON CENTERED
CONVERSATION ONE, TWO AND THREE**

Knowing how well we have done

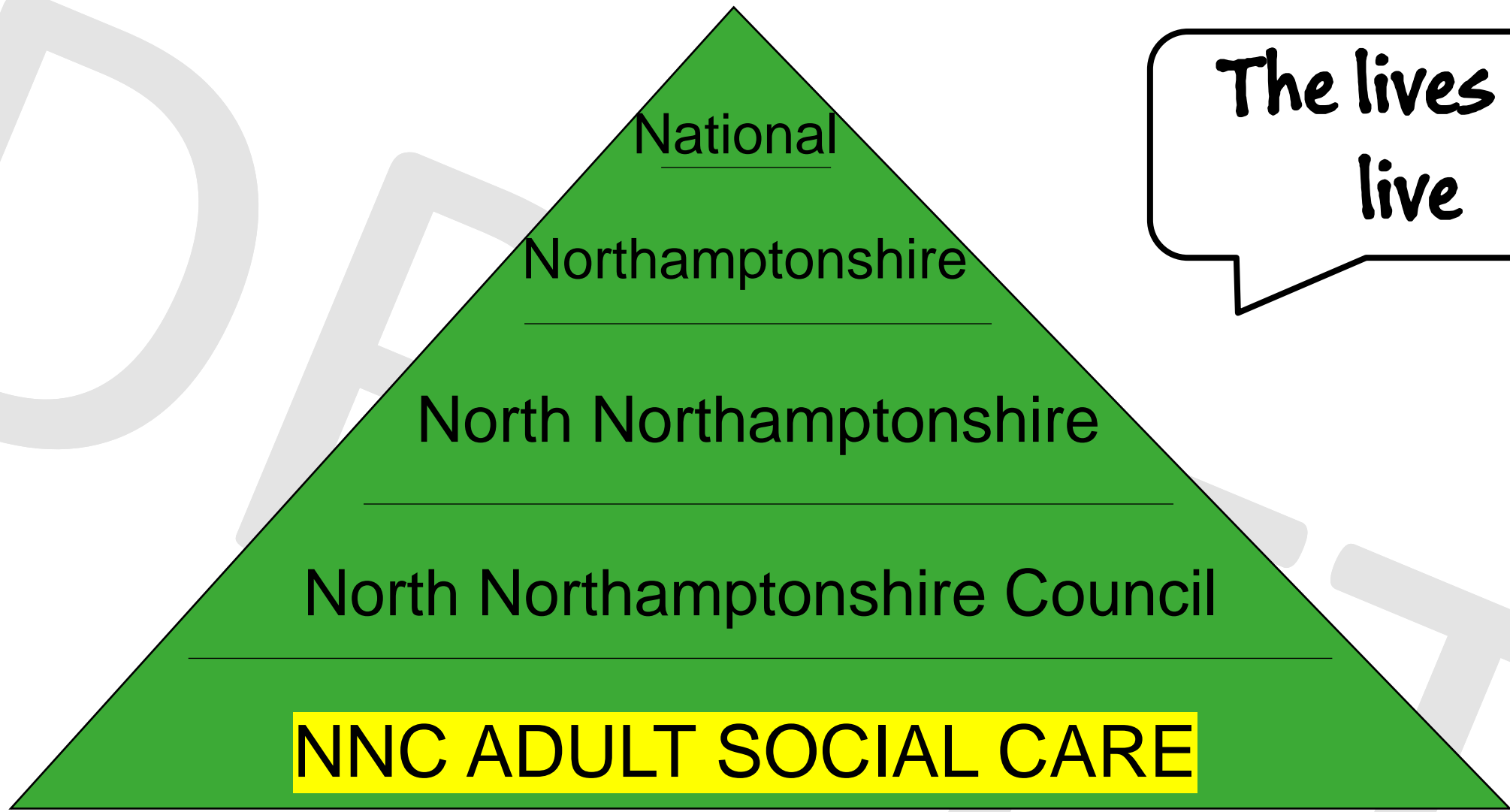
OUTCOMES

Working with other strategies and plans



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The lives we live



National Context



National



The Care Act 2014

Came into effect in 2015 and represents the most significant reform of care and support in more than 60 years, putting people and their carers in control of their care and support

An Act to make provision to reform the law relating to care and support for adults and the law relating to support for carers; to make provision about safeguarding adults from abuse or neglect; to make provision about care standards; to establish and make provision about Health Education England; to establish and make provision about the Health Research Authority; to make provision about integrating care and support with health services; and for connected purposes.



The Care Act 2014 Cont.

Health and Care Act developing integrated care systems

People at Heart of Care White paper

1. People have choice, control and support to live independent lives.

2. People can access outstanding quality and tailored care and support.

3. People find adult social care fair and accessible.



NORTHAMPTONSHIRE LOCAL CONTEXT

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Northamptonshire



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Integrated Care Northamptonshire Strategy

live your best life

Shared vision

We want to work better together in Northamptonshire to create a place where people and their loved ones are active, confident and take personal responsibility to enjoy good health and wellbeing, reaching out to quality integrated support and services if and when they need help.

Shared aims

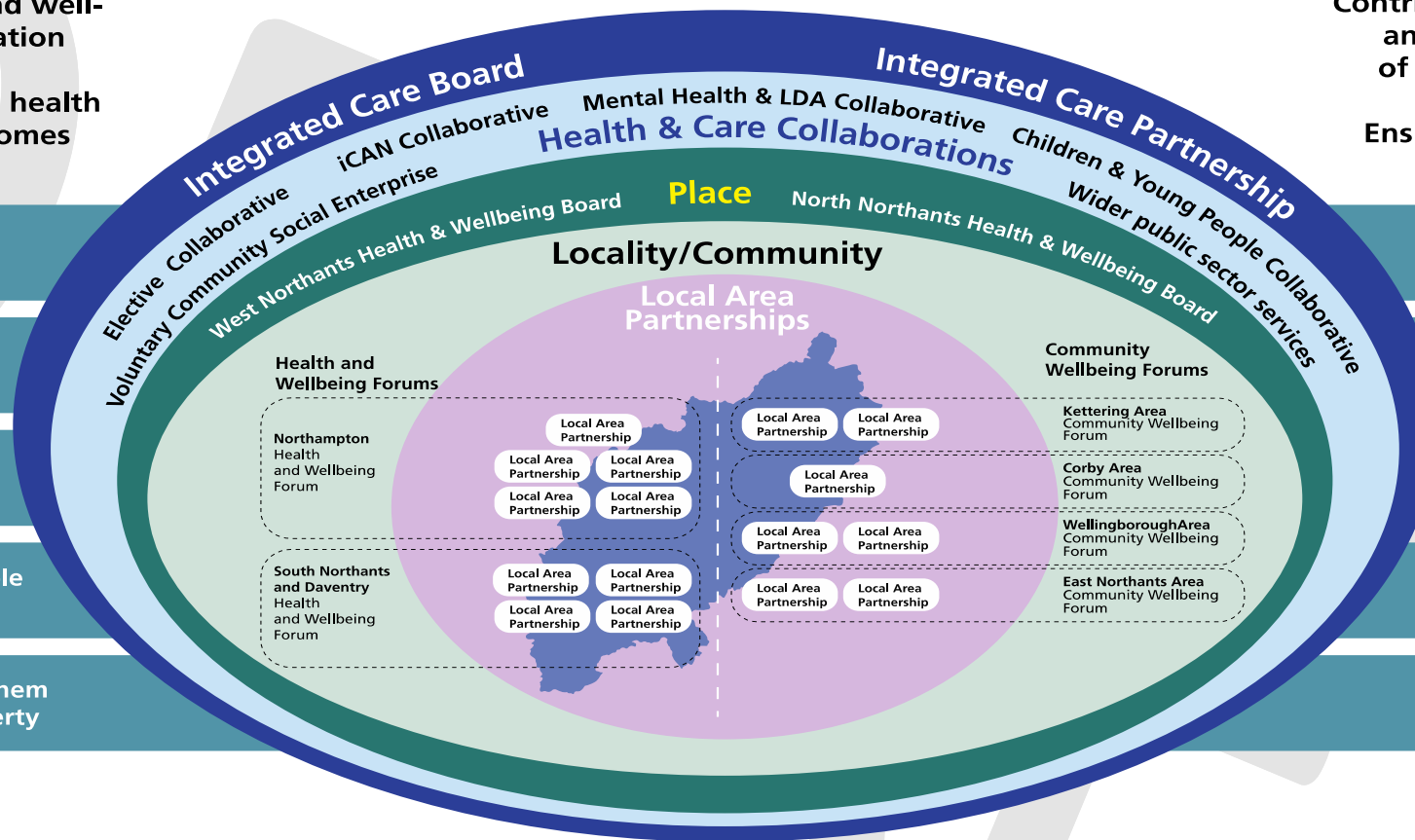
- Improve the health and wellbeing of the population
- Reduce inequalities in health and wellbeing outcomes
- Ensure value for money
- Contribute to the economic and social wellbeing of Northamptonshire.



Northamptonshire Integrated Care System

Improve the health and well-being of the population
Reduce inequalities in health and wellbeing outcomes

Contribute to the economic and social wellbeing of Northamptonshire
Ensure value for money



Access to health & social care when needed

Good housing in places which are clean and green

Opportunity to be fit & well

To feel safe in their homes & when out and about

Best start in life

Connected to their families

Access to the best available education & learning

To be accepted & valued simply for who they are

Employment that keeps them & their family out of poverty

Access to health & social care when needed



NORTH NORTHAMPTONSHIRE CONTEXT

59,500 people

Growth in size of 13.5% since 2011

69% live in urban areas, 31% in rural areas



North Health and Wellbeing Strategy

Provide a context, vision, and overall focus for improving the health and wellbeing of local people and reduce inequalities.

Identify an agreed shortlist of shared priorities and outcomes for improving local wellbeing and health inequalities.

Support effective partnership working that delivers improved health outcomes.

Provide a framework to support innovative approaches which facilitate necessary change, given the shifting needs of local communities in the wake of the pandemic & current economic climate

A NEW *genze* OF PLACE

North Northamptonshire Place Development

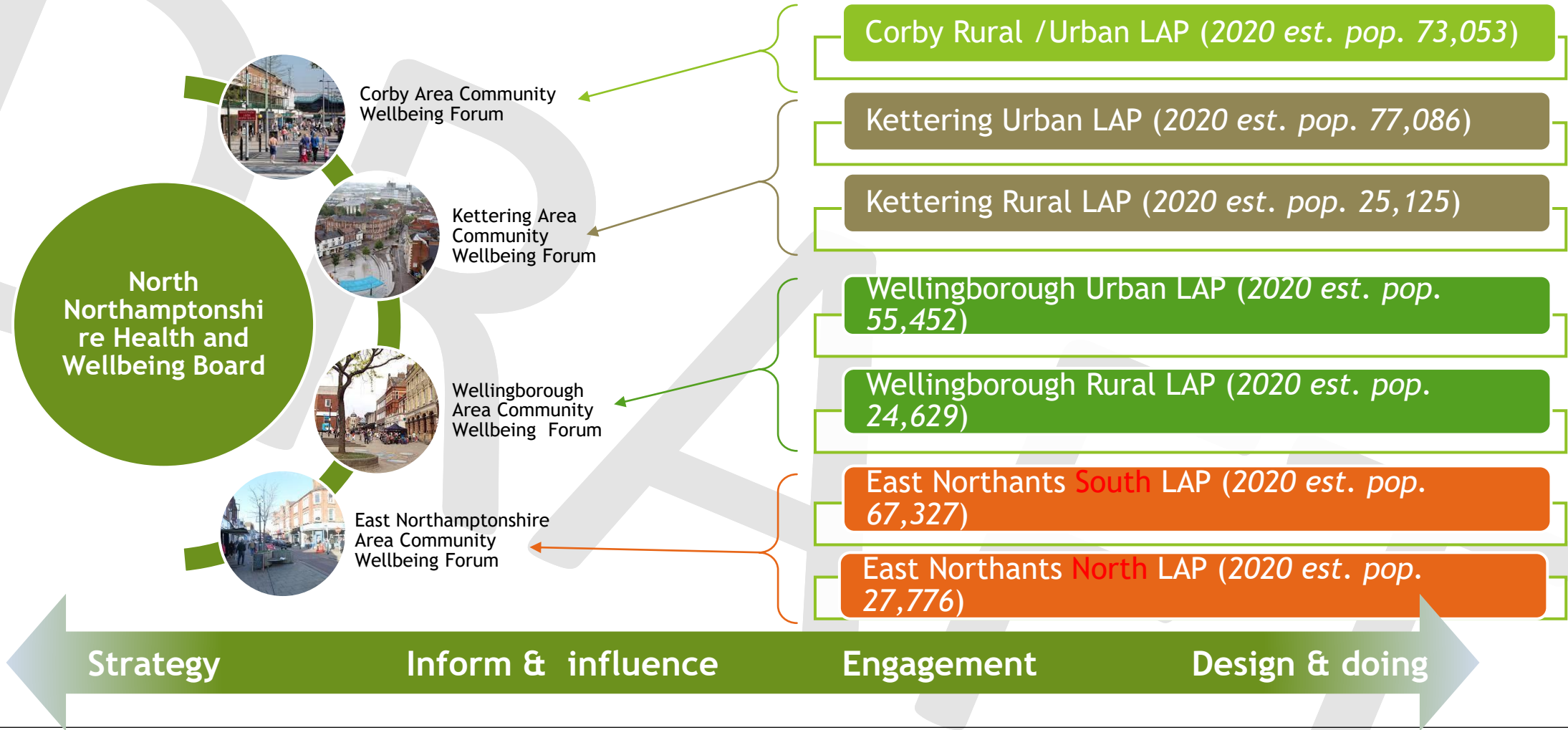
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Area Community Wellbeing Forums Local Area Partnerships

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North Northamptonshire Council NNC

North Northamptonshire Cou
NNC



North Northamptonshire Council



NNC ADULT SOCIAL CARE CASE FOR CHANGE

WORKING WITH PEOPLE

PROVIDING SUPPORT

ENSURING SAFETY

LEADING THE CHANGE

NNC Adult Social Care

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Operational challenges

Inconsistent strength-based person-centred service approach

Rising demand continues

Duplication between ASC services and inappropriate referrals /handoffs

Increasing waiting lists
Safe sustainable oversight management of the waiting well

Page 79

Market supply and quality gaps and some provider competition

Multiple segregated visits by different teams with non NNC providers

Variable front end public access to information, advice and sharing

Fit for purpose buildings and facilities and timely available housing



Process challenges

Limited place based /
outcomes based
contracts and
commissioning

Sustainable financial
model of care

No single payroll
platform/system has
multiple transactions
and handoffs

Limited funding policy
frameworks

Page
80

Inconsistency of data
availability

Limited development of
digital and AT solution

Limited integrated
commissioning NNC,
health, VCSE, police,
PH

Limited macro and
micro commissioning
that is population needs
based



People and workforce challenges

Varying cultural appetite for change and continuous improvement

.Inequitable people and carer recognition and outcomes

Workforce resilience variable and teams disconnected

Public knowledge and expectation of ASC outdated and confusing

Page 81 Further devolved responsibilities to ASC managers and professionals in communities

Co-production and safeguarding is not embedded

Continuous improvement in wellbeing and staff morale

Recruitment and retention of skilled workforce



Data Intelligence

Adult Population size
Approx 360,000 (18 plus)

ASC Budget 121 million £

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ASC Performance
Andrew Lindsey scorecard 

ASC Provider market
105 care homes, 88 care homes good or outstanding,
132 locations dom. care, 55 supported living , 5 extra care housing

ASC Demand
Andrew Lindsey scorecard 

ASC Workforce
709 headcount – 619 WTE

ASC Safeguarding 





THE VOICES OF OUR WORKFORCE

What would be important to you to see in an Adult Social Care Strategy?



What does strengths-based practice/working mean to you personally and as a team?

Theme 1
Team focus – drawing upon strengths and skills within teams to deliver the best outcomes for people. Having the right resources to do this

Theme 2
People focus – working more closely at a local level in a co-productive way with individuals. Building on people’s strengths and assets to reduce the need for social care intervention

Theme 3
Community focus – ensuring collaborative working with the voluntary and community sector and building those relationships to draw upon support for our people

Page 85



Do you believe that we have a vision for a strengths-based way of working? If yes why? If no why?

Yes - 26 responses

- Reablement have always worked in this way
- It is enforced and practiced in Adult Social Care
- 3 conversations, community based working, community hubs and LAPs are evidence of this and promote strengths based working
- Vision needs to be strengthened across NNC and Health
- Service plans and priorities are geared to improving services in that way
- Some people have the vision. Needs

No - 23 responses

- No coherent cross-partner narrative of strengths-based ways of working that is comprehensible to our wider communities
- Not for people living with dementia, services dismantled
- We are not inclusive, no easy read info etc
- Culture of providing services, no joined up working, poor links in communities, IOM's not effective, layers of process takes away from identifying strengths, short staffed, caseloads, complex work
- Cannot be effective without skill mixes in teams

How do we connect people to their communities?

Co production,
asking people with
lived experience
what they need

Local Area
Coordination model
to complement and
supplement Local
Area Partnerships

Coordinated events /
drop in sessions with a
monthly programme,
link through voluntary
sector / charities /Care
providers

Recruit dedicated
resource for
consultation and
engagement

Maximise all
communication avenues
to work together and
understand what is
available and how to
access

Means to connect
people – transport,
volunteers,
befrienders, AT
libraries, schools,
food banks

Understanding
the local
community and
what they want.
Where are the
gaps?

Invest in
community
infrastructure

Promotion/getting
out in the
communities

Central hubs

Page 87



How do we use our resources and influence to move this forward?

Processes

- Monitoring providers and measuring outcomes
- Develop a clear pathway
- Clear governance structure
- Simplify the system to improve processes
- Provide equipment and work together as a whole council to better use resources
- Adapt resources to support individuals needs, make documents more accessible
- Utilise and pool resources better. Avoid duplication

Community

- Work closely with local communities, build trust and relationships
- Influence providers to adapt services to meet identified support needs
- Fund community connector roles
- Design new services where there are gaps in community resources
- More integrated teams with community focus

Communication and Engagement

- Engagement, collaboration and co-production
- Improved communication and engagement with all stakeholders
- Promote services in weekly bulletins, local advertising and hold events at day centres

Finance

- More funding and training for all staff
- Devolvement of budgets focussed on Place-based issues. An additional emphasis on Social Value in the contract evaluation and award stages for Social Care services.



Any other comments?

General staff to complete phone assessments

Allow staff to innovate

Too much communication from different sources. It's positive but overwhelming

Making it work and the commitment of the council as a whole to ensure this happens

ASC strategy should not be depicted by financial pressures facing NNC

Some of the services that are commissioned for care delivery need to be dementia specific as the skills required and the time to provide support is significantly different

Be aware of any applications of strength-based working to help see if we are delivering on it. Also seeing a clear statement on why we should, why is it important. How does it help us deliver a comprehensive service addressing all issues.

Don't lose focus on ensuring that current services are robust and delivered with quality



Working together with the people we support and the providers that support them, all working towards the outcomes of the individual.

It means working effectively together with other professionals, agencies and people in order to achieve better outcome for people I'm working with and improve quality of services that we are delivering.

Involving those with lived experience in developing policies, practice and improvements to the services we offer.

What does co-production mean to you?

Not just consultation but having people with lived experience (experts by experience) involved in the development, running and reviewing of services.

Working together for the benefit of all

Including the 'service users' in the production of a service and legislation. Should be underpinning to everything we do.



In Adult Social Care / and or health, it's a way of working, that includes people that use the service, to enable equal partnership in developing and designing and reviewing the service. It's beyond being consulted, informed, educated or opportunity to give feedback.'

Co-production is about listening to and valuing the views of people with lived experience equally to those with learned experience. Developing equal partnerships with people with lived experience and working jointly to find solutions. When individuals can influence and shape how support and services are received and also designed.

What is your understanding of co-production?

Involving people in their care journey and ensuring their voice is heard and documented, or to be involved in the development of services'

It's where you and other services, agencies, customers and families work together to achieve a better service or outcome, listening and taking on board each areas ideas.

Co-production is where, within a business, a group of people from various services come together to influence the way services are designed commissioned and delivered. It would mean engaging with communities, providers and partnerships at the earliest stages of service design, development, and evaluation.

THE VOICES OF OUR PEOPLE

Compliments

Complaints



Compliments

Not only did K give her expert advice on what aids & equipment that would help me live independently & safer she also encouraged me to be more confident & embrace my disability. When she left I not only knew I was going to get some equipment to support me I also felt very uplifted & more confident about my disability

Daughter sends a thank you due to the securing of her Mums placement and the constant up dates from myself through the process of agreeing funding. She is delighted her Mum did not have to go through the trauma of moving when she has lived at Clanfield since 2017.

Both you and C have shown such understanding; it really has felt very reassuring. You have both listened carefully and had HH's best interests at the centre of everything. I hope you will work with us again at some point in the future.'

Mr SF the father of one of people MM's has been supporting wanted it to be noted that he is extremely happy with the support from M and the provider; noting that they have been professional and always working in his son's best interest. He has found the review process so much more fluid with M involved and praised her professionalism and the ongoing support she is giving to the whole family.



Complaints

Surely, we should have been advised about costings beforehand so that we could budget accordingly.

We have not received any communication either verbally from a Social worker or via a letter from your department stating what the Community Care Package includes.

Someone made a mistake in not informing me about anything.

At no point whatsoever were we advised that we would have to contribute towards the 'fully funded' costs.



Shared Vision
Shared Aims
Shared Ambition
Shared Values
Shared Behaviours

The lives we live

NNC Adult Social Care



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Practice Framework

- ❑ A commitment:
 - ❑ How we will work with the people of North Northants
 - ❑ How we will check that we're doing a good job
 - ❑ How we will be supported to do our jobs
- Page 96
- ❑ Originally designed by the PSW in Doncaster; developed by the East Midlands PSWs and adopted by all the Councils in the region
 - ❑ Reviewed by colleagues across social care teams and OT in NNC and amended so that our vision and behaviours run through it
 - ❑ Launched by the Principal Social Worker for Adults and Service Manager for Therapy at 8 events in June 2023, the plan is to review this with colleagues and with people who access our services, in line with the development of the ASC Strategy



Adult Social Care Practice Framework

Why?	We want every person in North Northamptonshire to have the best opportunities and quality of life					
What?	Wellbeing and independence	Information and advice	Active and supportive communities	Flexible and Integrated care and support	When things need to change	Workforce
	Living the life I want, keeping safe and well	Having the information I need, when I need it	Keeping family, friends and connections	My support my own way	Staying in control	The people who support me
Who?	Everybody		People with urgent needs for support		People with longer term needs for support	
	We listen to people to understand what matters to them. We make connections and build relationships to improve people's wellbeing and independence		We don't make long term plans in a crisis. We work with people until we are sure there is no immediate risk to their safety, health or wellbeing and they have regained stability and control in their life.		If people need longer term care and support, we work with them to understand what a good life looks like for them. We make sure they have resources and support to live the life they choose and do the things that matter to them as independently as possible	
How?	We're kind and respectful	We're trusting	We're transparent, efficient and we demonstrate our behaviours		We're supporting	We're trustworthy
	We respect and understand people as individuals. We don't make snap decisions	We trust people know what's right for them. We listen and we keep an open mind	We know and follow the law, ethics and best practice. We are always open to improvement	We are open about our procedures, making them clear so people know what they can and cannot expect	We connect and engage well with people. We respond in a timely manner	We are honest about what we are going to do. When we say we are going to do something, we do it.
We know the language we use matters, we use plain, respectful and kind language						
So?	Better experiences and better lives for people		Improved morale and satisfaction for our workforce		More sustainable use of resources	

SHARED VISION

The lives we
live

People will be enabled to lead the lives they wish to live, having the best opportunities to achieve the outcomes that are important to them.

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As one resilient workforce

- We will work ambitiously in partnership with people and have a relentless focus on the strengths of people to ensure they develop, maintain and recover their independence.**
- We will provide and/or commission high standard personalised care and support that enables people to have the best opportunities and quality of life.**



SHARED AIMS

The lives we
live

- ❑ To provide and commission strength based personalised care to meet the needs of individuals and their carers in the places they live
- ❑ To ensure equal access and support for those who need it
- ❑ To ensure the wellbeing of our workforce is good
- ❑ To safeguard to prevent harm and reduce the risk of abuse or neglect
- ❑ To develop integrated commissioning and brokerage to support good outcomes



SHARED AMBITIONS

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- ❑ Ensuring the wellbeing and independence of people
- ❑ People should be able to live a life free from harm with no tolerance of abuse
- ❑ Communities are active and supportive
- ❑ To create the conditions to support and develop our workforce
- ❑ To actively engage people in co-production of adult social care services



SHARED OUTCOMES

- Living the life I want, keeping safe and well
- Having the information I need when I need it
- Keeping family friends and connections
- My support my own way
- Staying in control

The lives we
live

Changes to the Adult Social Care Outcomes Framework (ASCOF) for 2023 to 2024

Objectives

1. Quality of life: people's quality of life is maximised by the support and services which they access, given their needs and aspirations, while ensuring that public resources are allocated efficiently.
2. Independence: people are enabled by ASC to maintain their independence and, where appropriate, regain it.
3. Empowerment – information and advice: individuals, their families and unpaid carers are empowered by access to good quality information and advice to have choice and control over the care they access.
4. Safety: people have access to care and support that is safe and which is appropriate to their needs.
5. Social connections: people are enabled by ASC to maintain and, where appropriate, regain their connections to their own home, family, and community.
6. Continuity and quality of care: people receive quality care, underpinned by a sustainable and high-quality care market and an adequate supply of appropriately qualified and trained staff.

SHARED VALUES

The lives we live

Our values and behaviours will help us achieve our vision.



Customer-focused

- Think 'One Team' and act Council-wide
- Take ownership and do the right thing
- Keep customers up-to-date and informed
- Listen and respond to differing needs



Respectful

- Embrace and live the Council's values
- Listen to and value the contributions of others
- Share ideas and feedback at all levels
- Promote diversity and inclusivity



Efficient

- Challenge and innovate
- Be collaborative and share learning
- Be flexible, proactive and prioritise
- Seek learning opportunities



Supportive

- Build an open and sustainable culture
- Promote achievement and celebrate success
- Be caring and empathetic
- Develop yourself and others



Trustworthy

- Act with honesty and integrity
- Build effective relationships
- Do what you say you're going to do
- Be open and transparent

Our vision for North Northamptonshire:

'A place where everyone has the best opportunities and quality of life.'

- Kind and respectful
- Trusting
- Transparent, efficient and we demonstrate our behaviours
- Supporting

SHARED BEHAVIOURS

The lives we
live

- Respect and understand people as individuals
- Trust people know what's right for them. We listen and keep an open mind
- We know and follow the law, ethics and best practice, always open to improvement
- Be open about procedures, making them clear so people know what they can and cannot expect
- We connect and engage well and respond in a timely manner
- Be honest about what we are going to do and say when we are going to do it , we do it.



THE WAY WE WORK NOW - what we want to change

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North
Northamptonshire
Council



Hospital

Community

Adult Social Care

Transitions Inclusion Care Home Review Team Continuing Health Care

Community Learning Disabilities Hospital Reablement

Brokerage Financial Assessments Personal Budget Support Service Payments Client Funds

Pine Lodge Day Services EADS (Employment and Disability Service) Provider Safeguarding Approved Mental Health Professionals

Thackley Green Therapy LIVE (Learning Independent Volunteering & Employment) Deprivation of Liberty Safeguards

External Provider

Making Safeguarding Personal

THE WAY WE WORK NOW – what we want to change

- Two routes of access into ASC services
- No formal triage filter for conversation 1
- Hand offs between services
- Not all services are trained to focus on a strength-based approach
- Limited population needs focused /place-based approach for providers, commissioning and contracting. Reliance on historic contractual approaches with limited market capacity in many areas.
- Carer and family support and recognition limited
- Limited Information, advice and sign posting at the main routes of access
- Multiple IT systems and duplication, repetitiveness and hand offs
- Making Safeguarding Personal (MSP) is not embedded
- Co-production is limited



OUR POTENTIAL FUTURE STRENGTH BASED WAY OF WORKING

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The lives we live



North
Northamptonshire
Council

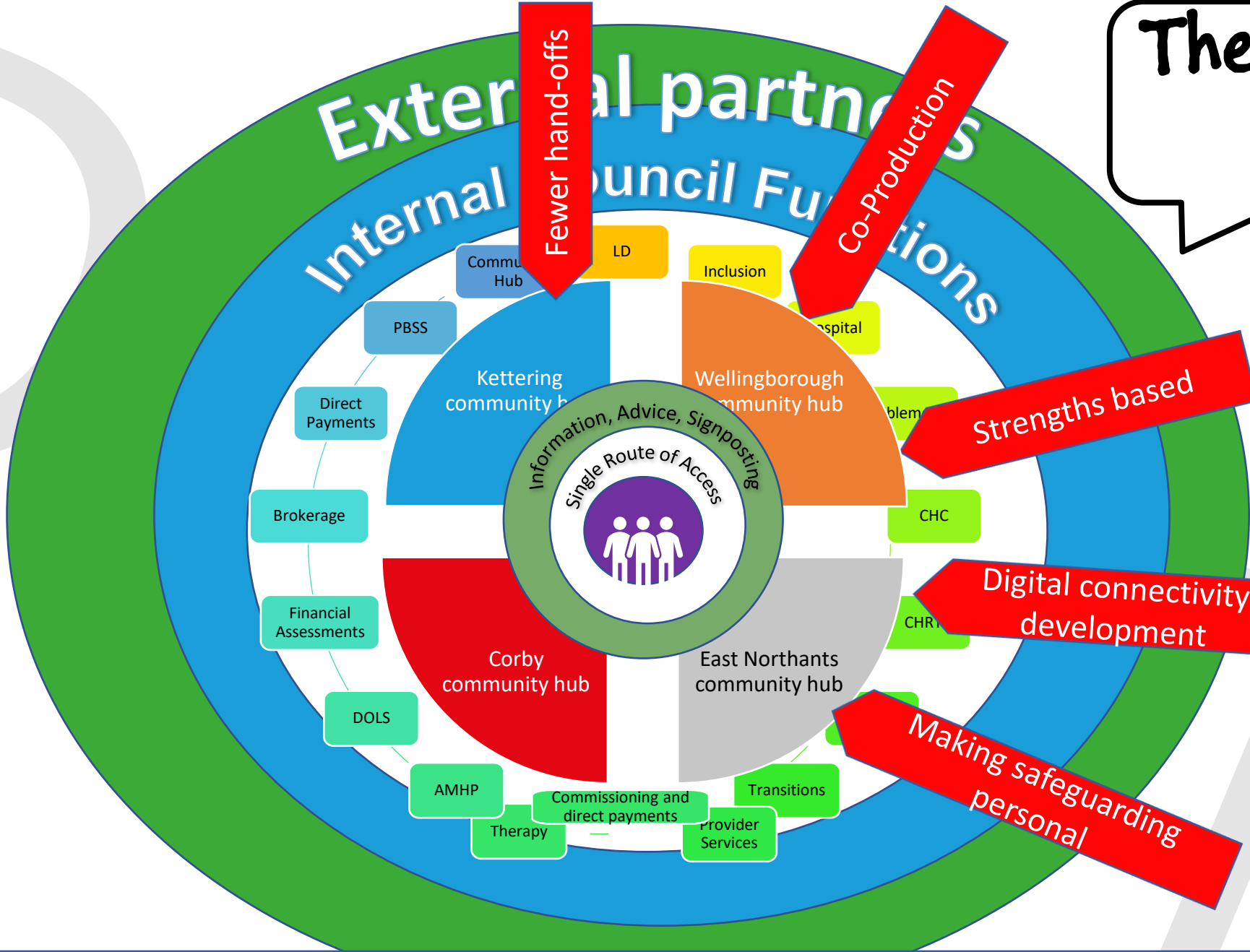
The lives we live



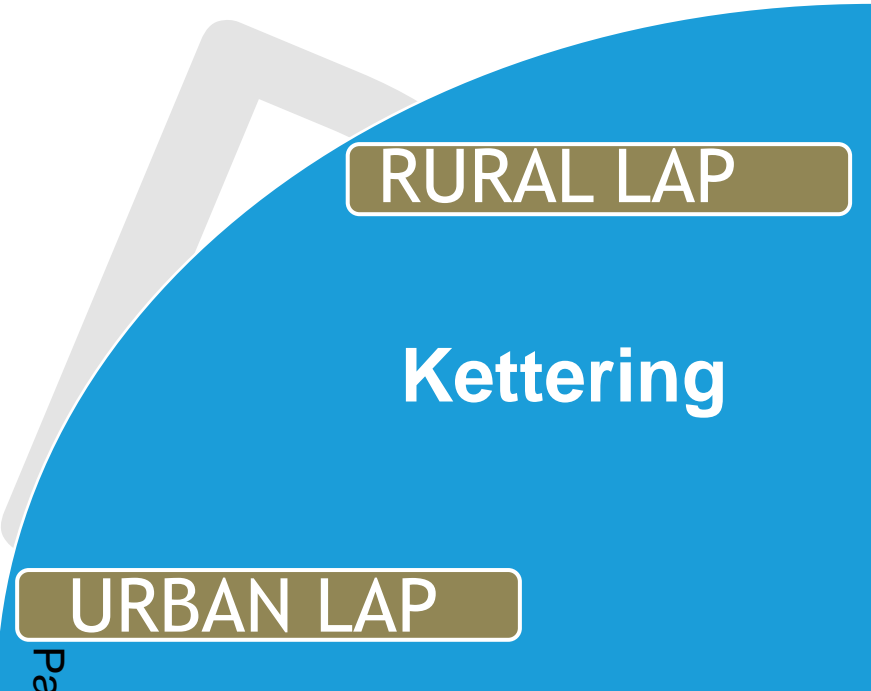
- ASC Vision
- ASC Aims
- ASC Outcomes
- ASC Values and behaviours

- 3 conversations
- Strengths based
- Co-Production
- No hand-offs

The lives we live

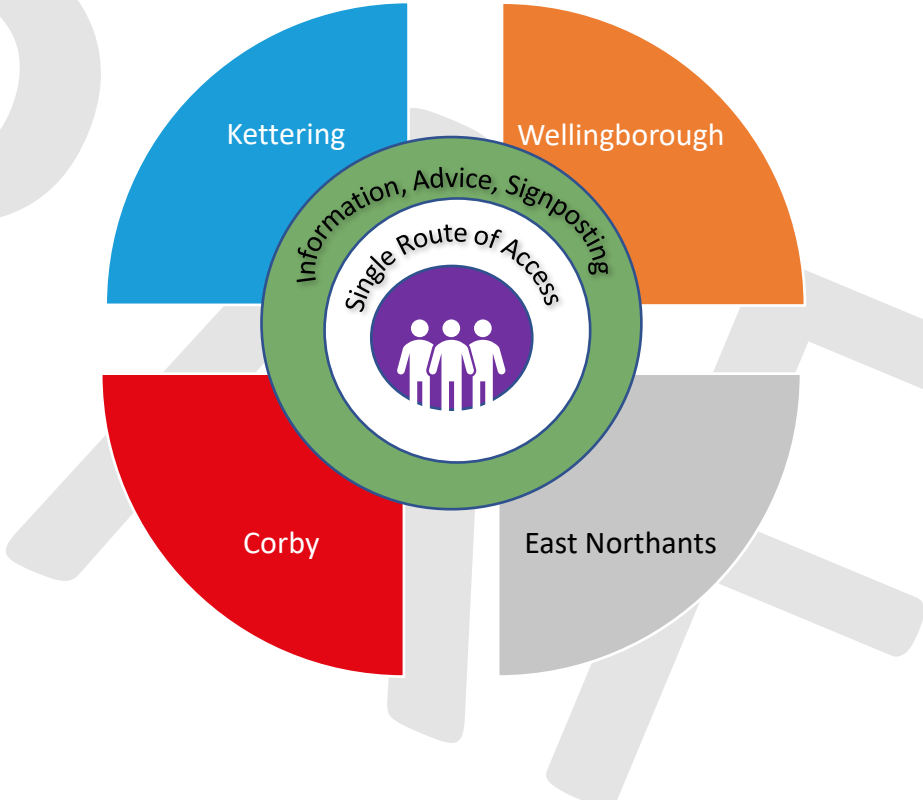


A NEW *sense* OF PLACE



Page 11/11

The lives we live



- Corby Rural /Urban LAP (2020 est. pop. 73,053)
- Kettering Urban LAP (2020 est. pop. 77,086)
- Kettering Rural LAP (2020 est. pop. 25,125)
- Wellingborough Urban LAP (2020 est. pop. 55,452)
- Wellingborough Rural LAP (2020 est. pop. 24,629)
- East Northants **South** LAP (2020 est. pop. 67,327)
- East Northants **North** LAP (2020 est. pop. 27,776)



OUR POTENTIAL FUTURE STRENGTH BASED WAY OF WORKING

- Person centered strength-based safe care
- Single route of access into adult social care with the right allocation to community places / hubs
- Information, advice and signposting embedded – conversation 1
- Carers and families involved all the time
- Strengths based three conversations embedded with entire ASC workforce
- Co-production embedded
- Safeguarding culture owned by all to provide a person-centered outcome based on making safeguarding personal
- Reduction of handoffs between services supported by the right technology
- Appropriate and timely housing and accommodation offers
- Needs based population commissioning, contracting and integrated brokerage

**The lives we
live**

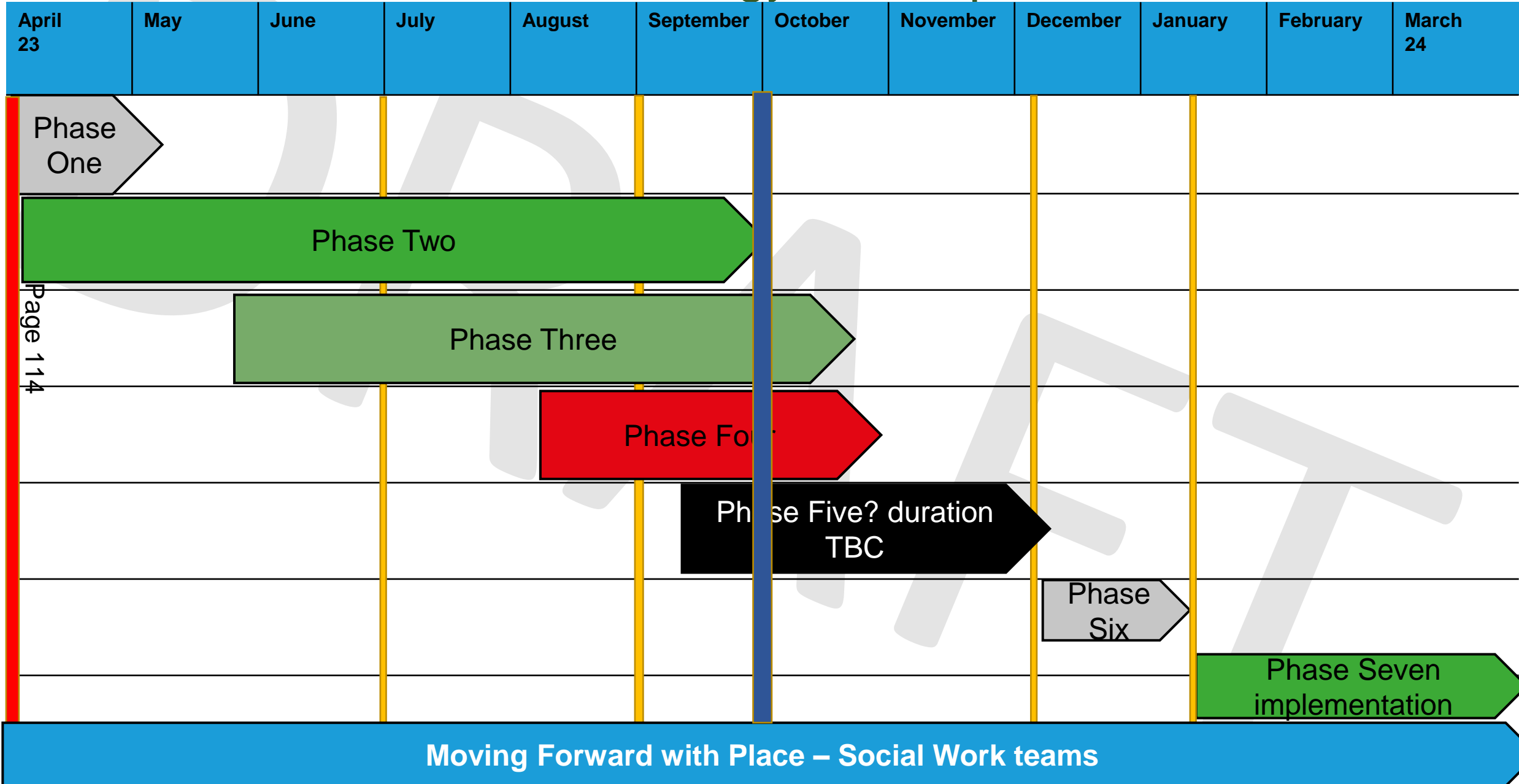


OUR POTENTIAL FUTURE STRENGTH BASED WAY OF WORKING

- A strong market that meets the needs of the population
- Provide quality social care services through contracting , clear accountability, regulatory compliance with value for money and continuous improvement embedded
- Appropriate skill and competency of all staff with clear career development opportunities available to all in support of staff wellbeing , recruitment and retention of people
- Connected digital technology



NNC Adult Social Care Strategy Development 2023/2024

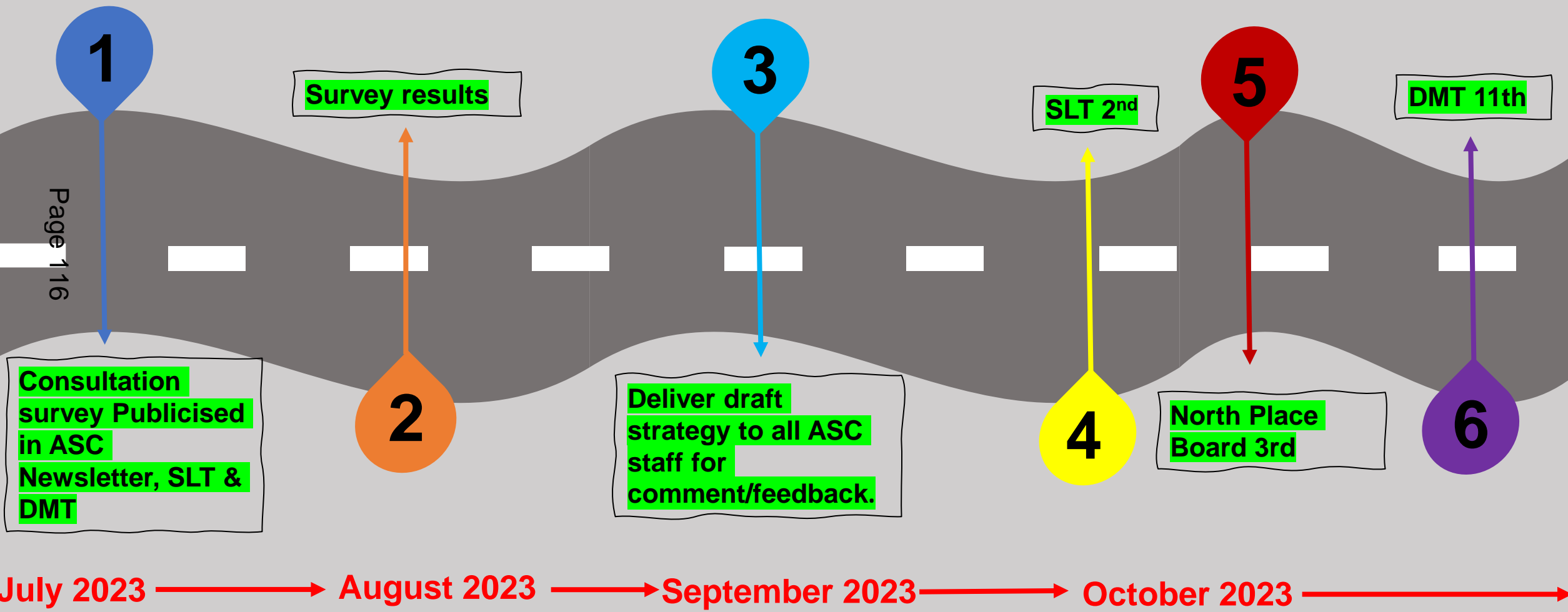


Phased Developmental Approach

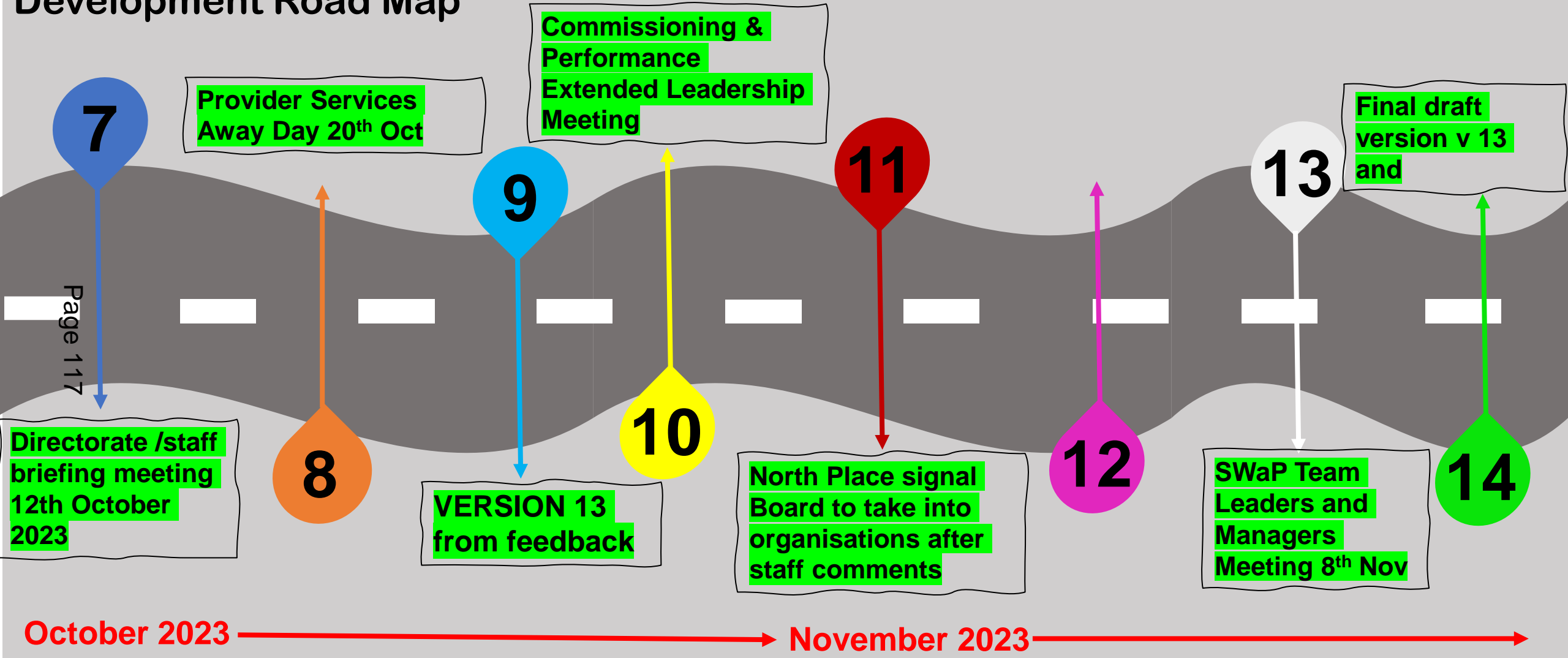
- Phase 1 Research National/local strategy and best practice
- Phase 2 Developmental design of the future ASC operating model
- Phase 3 Developmental design of the future coproduction strategy
- Phase 4 Development consultation strategy / outcomes framework
- Phase 5 Consultation / engagement period
- Phase 6 Final strategy developed - NNC and system governance
- Phase 7 Embedding of the new way of working



ASC Strategy Development Road Map

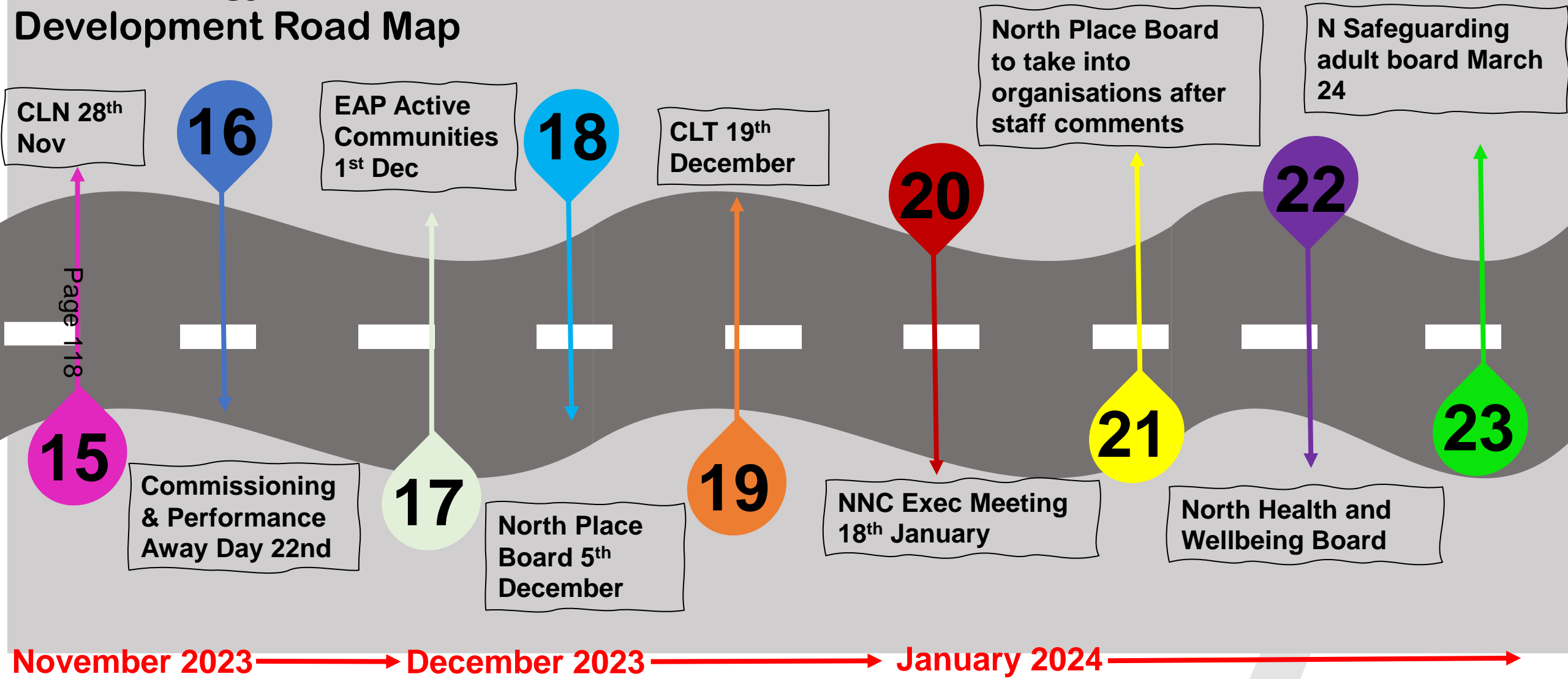


ASC Strategy Development Road Map



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ASC Strategy Development Road Map



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ASC strategy - Person Journeys & headline messages

- ❑ The draft strategy is a **framework** that brings together all current developmental work and sets a five year direction of travel for the people of North Northamptonshire
- ❑ It is a **draft strategy Version 12 developed through staff conversations** within the directorate and builds on what we need to keep doing and what we would like to change
- ❑ It is a document that **has a way of working at its heart** and will be embedded into day to day work as we move forward
- ❑ **After staff feedback on version 12** – the next draft will start to move through the rest of NNC and with North system partners eg health, police, EMAS
- ❑ **System partnership boards** will be used to ensure ownership of the strategy eg North place development board
- ❑ **Roadmaps** of all the meetings and committees it will pass through has been developed
- ❑ Connection with the development of the **NNC housing strategy** will happen
- ❑ **Implementation planning** of what this means operationally will be **developed with staff in early 2024**



Hospital

Community

Adult Social Care

Transitions Inclusion Care Home Review Team Continuing Health Care

Community Learning Disabilities Hospital Reablement

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Thackley Green Therapy LIVE (Learning Independent Volunteering & Employment) Deprivation of Liberty Safeguards

External Provider

Making Safeguarding Personal

Simple Scenario Reablement

Hospital Community

Adult Social Care



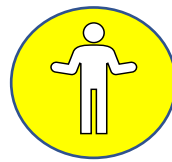
External Provider

Making Safeguarding Personal

External Partners
Page 121

Commissioning / Contracts

Complex Scenarios



Hospital

Community

Adult Social Care

Transitions Inclusion Care Home Review Team Continuing Health Care

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External Provider

Making Safeguarding Personal

Community/Inclusion

Hospital

Community

Adult Social Care

Transitions

Inclusion
Conversation 3

Care Home
Review Team

Continuing
Health Care

Community
Conversation 1 & 2

Learning
Disabilities

Hospital

Reablement

Brokerage

Financial
Assessments

Personal
Budget Support
Service

Payments

Client Funds

External
Provider

Pine Lodge

Day Services

EADS (Employment
and Disability Service)

Provider
Safeguarding

Approved Mental
Health Professionals

Thackley Green

Therapy

LIVE (Learning Independent
Volunteering & Employment)

Deprivation of Liberty
Safeguards

Making Safeguarding Personal

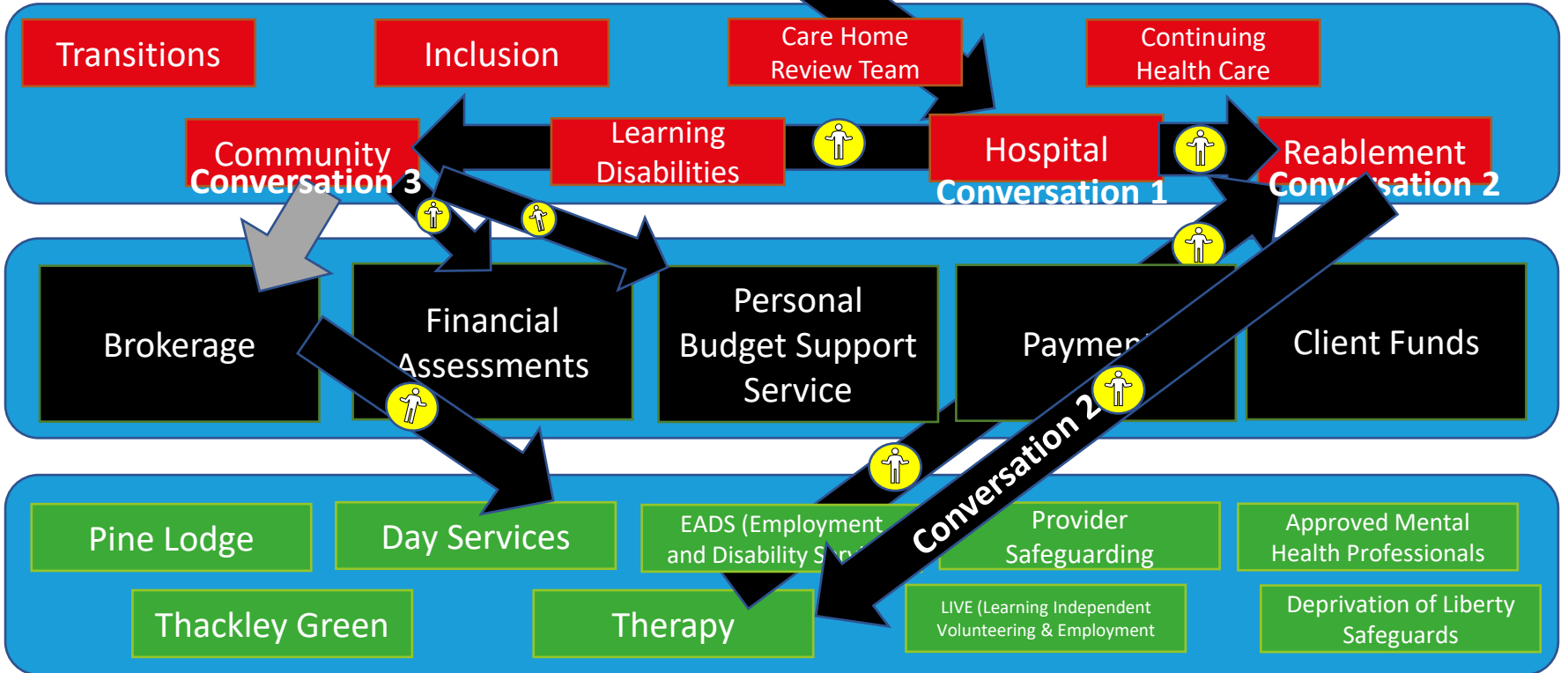
External Partners

Commissioning / Contracts

Reablement with extra support required

Hospital Community

Adult Social Care



External Provider

Commissioning / Contracts

Making Safeguarding Personal

Transition / Hospital admission

Hospital Community

Adult Social Care



Making Safeguarding Personal

External Partners
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Commissioning / Contracts

Simple Provider Safeguarding



Hospital

Community

Adult Social Care

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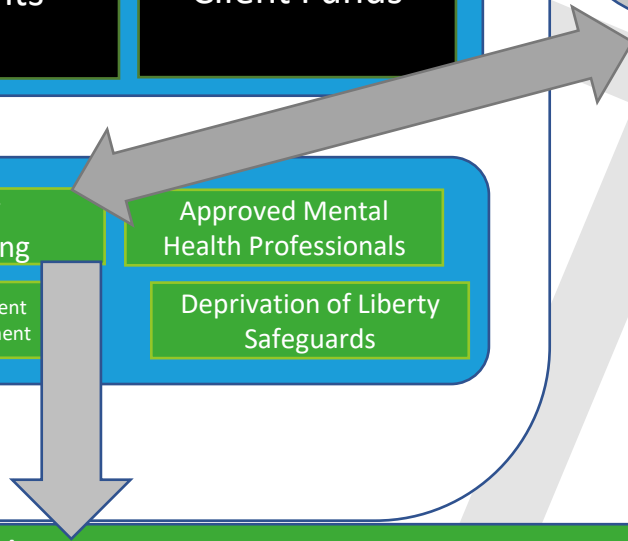
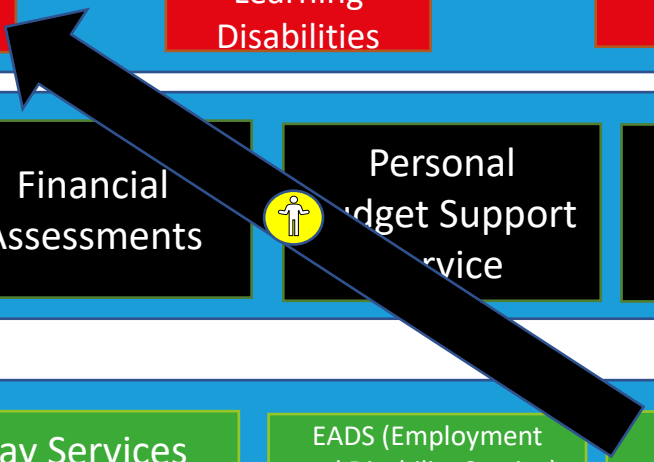
Thackley Green Therapy LIVE (Learning Independent Volunteering & Employment) Deprivation of Liberty Safeguards

External Provider

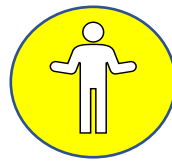
Making Safeguarding Personal

Commissioning / Contracts

Page 126
External Partners



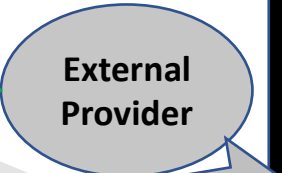
Safeguarding - LSE



Hospital

Community

Adult Social Care



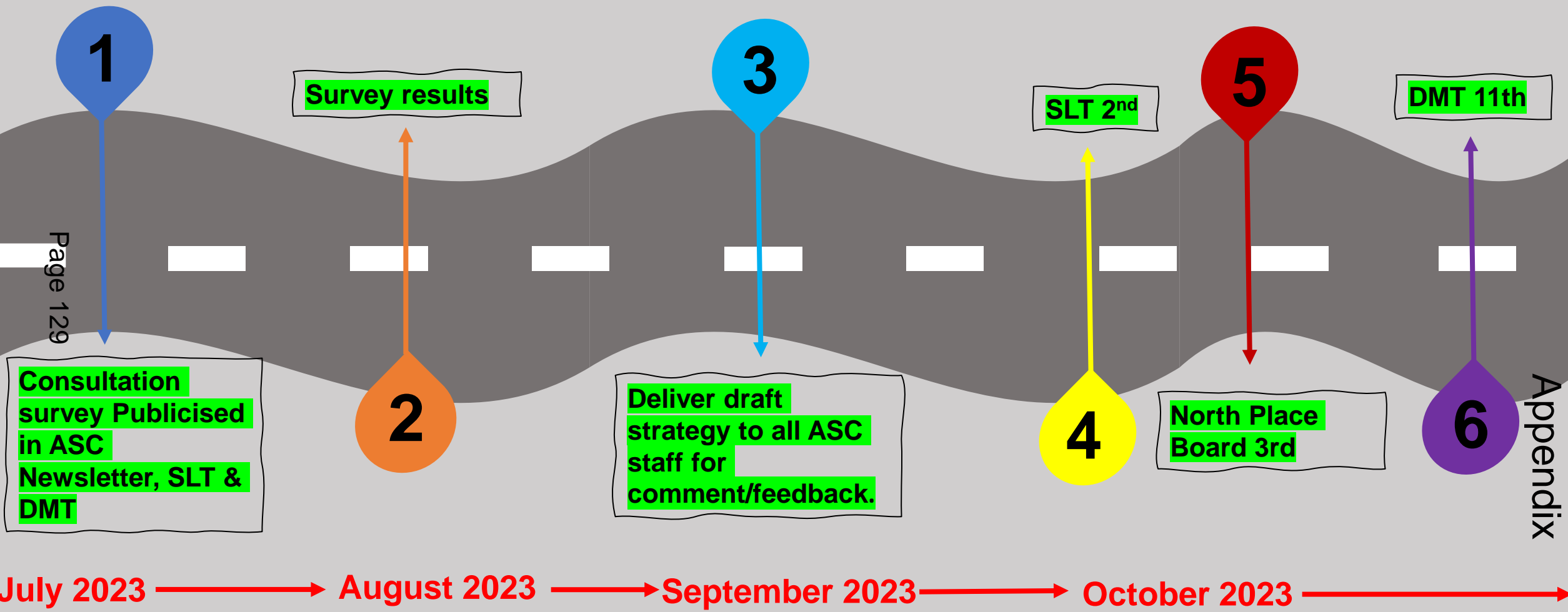
Making Safeguarding Personal

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External Partners

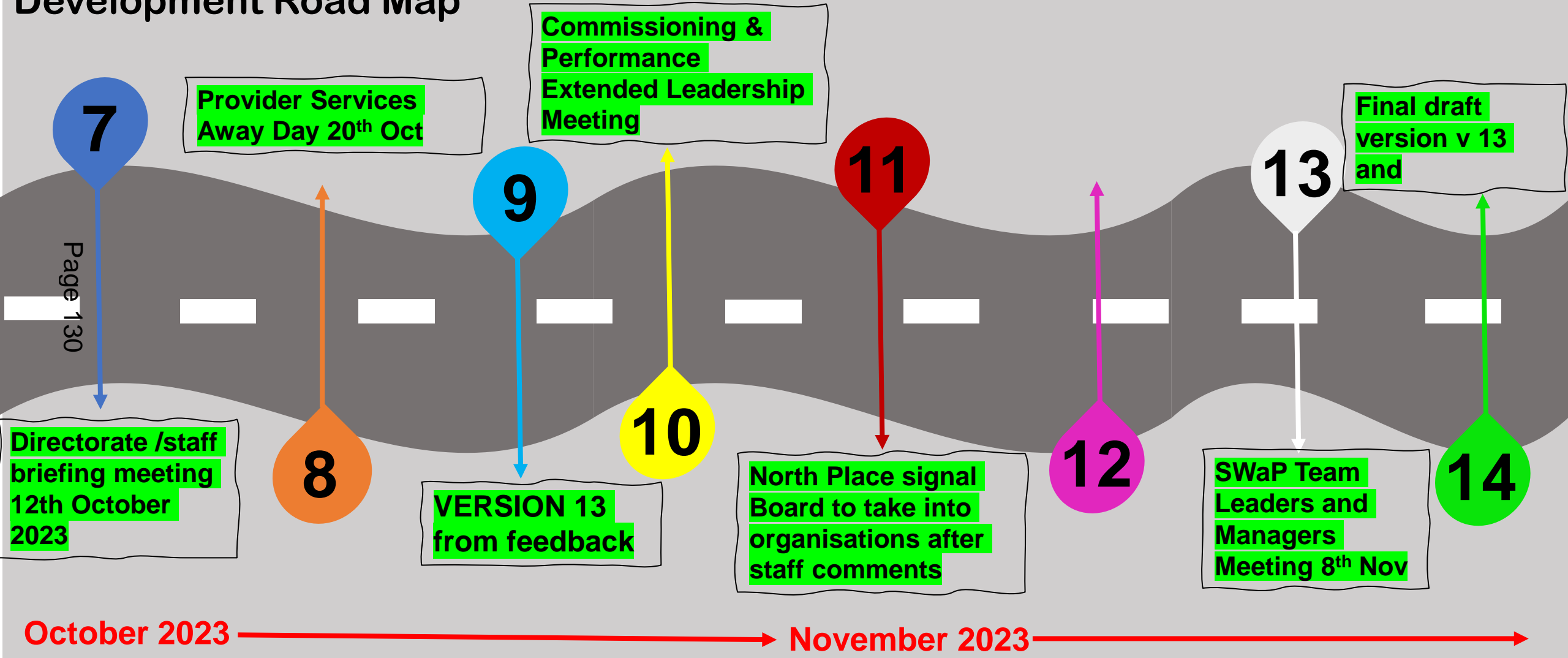
Commissioning / Contracts

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ASC Strategy Development Road Map

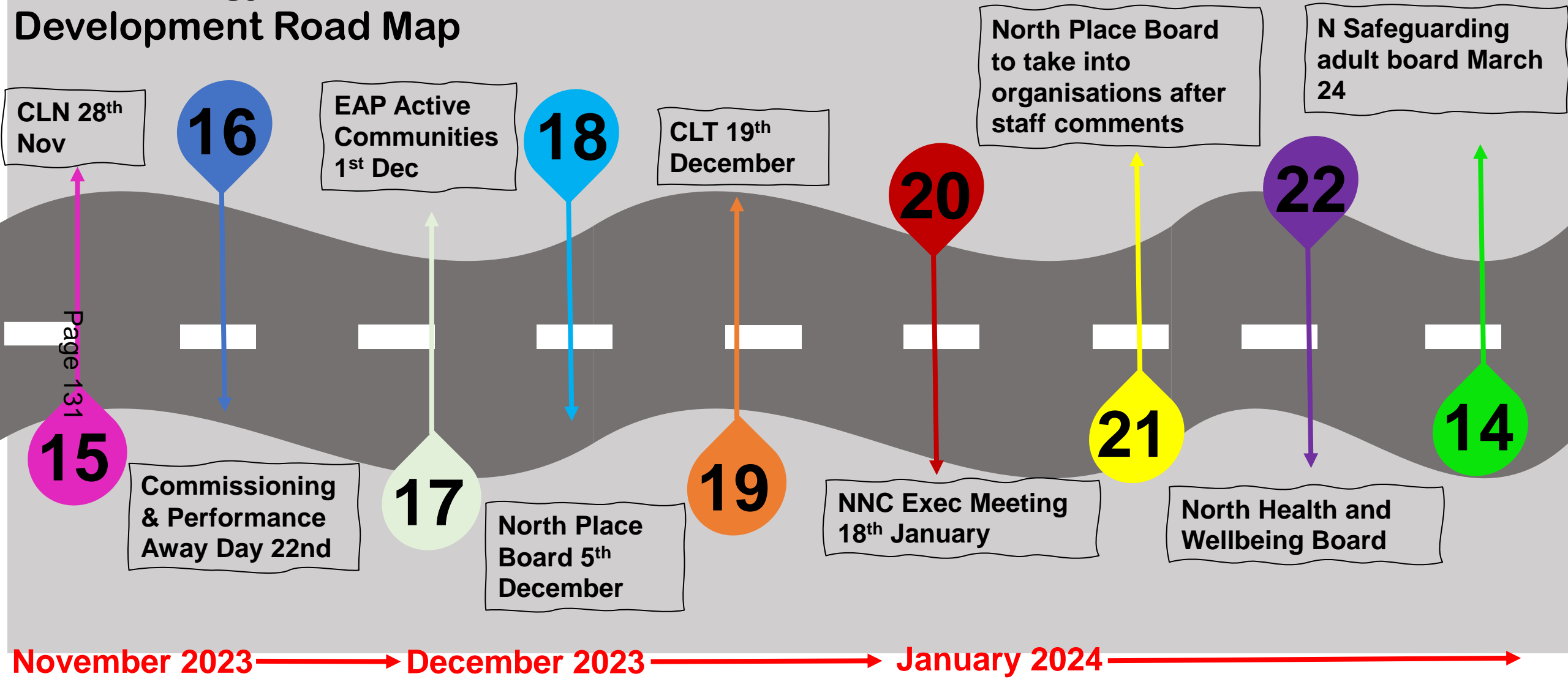


ASC Strategy Development Road Map



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ASC Strategy Development Road Map



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Adult Services

Samantha Fitzgerald – Assistant Director

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Agenda Item 5



North
Northamptonshire
Council

Meet the Team

Boby Paul – Service Manger Community Hubs,
Care home review Team and CHC

Sharon Dartnell - Service Manager Hospitals
and Reablement

Karen Burrows Service - Manger Inclusion,
Learning Disability and Moving into Adulthood

Sarah Morris – Chief Principal Social Worker



Service Objectives

- Undertake statutory assessments of need in line with the Care Act 2014.
- To continue to embed the practice and quality improvements focussing on strengths-based practice associated with the “Three Conversations model”
- To deliver the 'Moving forward with place' transformation programme ensuring that ASC frontline teams are mobilised into place based formation, enabling economies of scale, resilience and a seamless Journey for the people engaging with ASC. These improvements will enable Adults to reduce waiting times and mitigate rising demand.
- To continue to consider and deliver the benefits associated with integrated working with health, including best use of funding such as the BCF to deliver good outcomes for the people of North Northants.
- Promote and enable people to regain independence or become more independent
- Assess and support the needs of informal carers in their caring roles
- Continue to develop the performance management approach to provide assurance to the council of the efficiency of the services' approach to supporting people that have, or may have, social care support needs

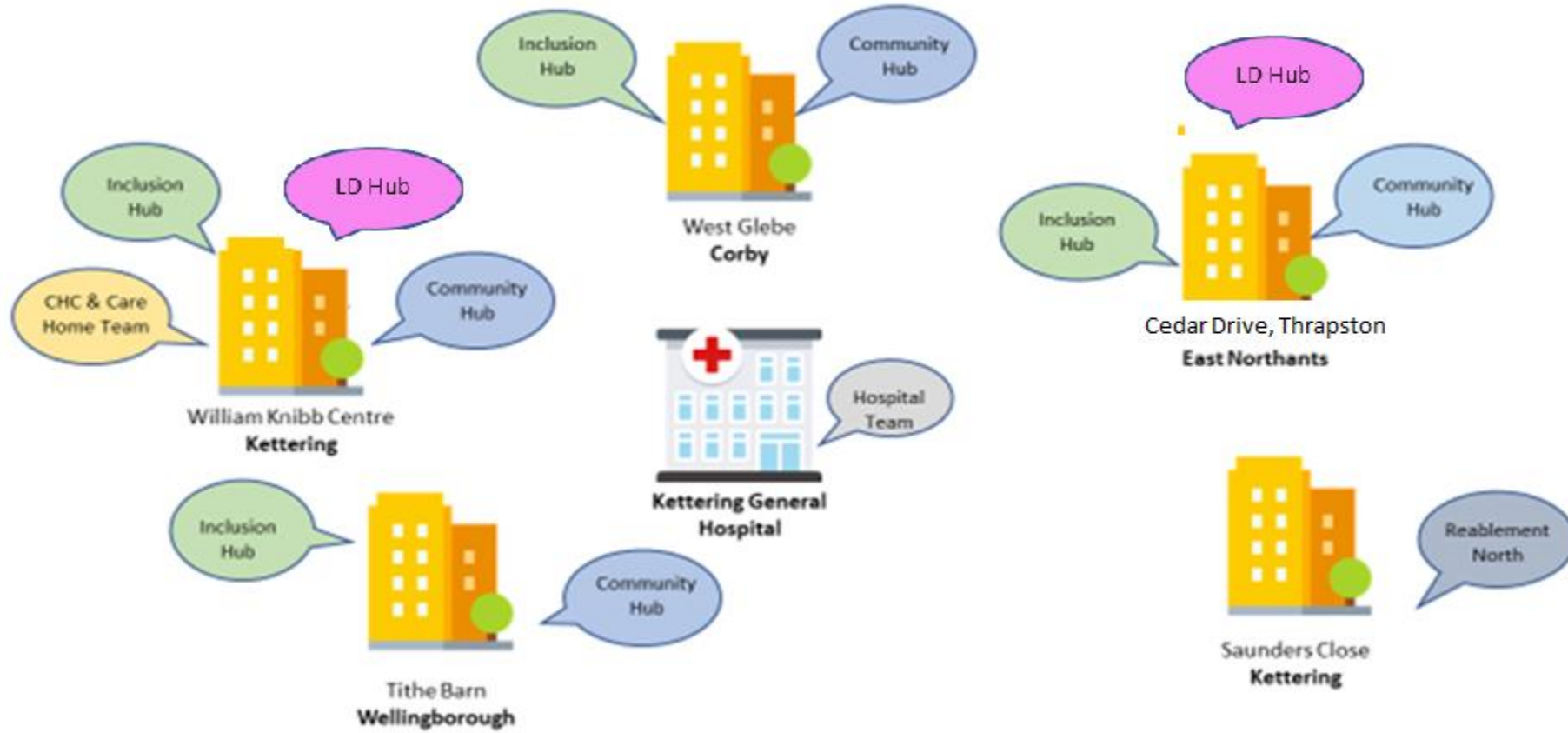
Introduction

Adult Social Care support people through a 'Three Conversation Model' so that we can offer a person centred and outcome focused service. We work in partnership with those requiring our support, using a strengths-based approach and the 3 conversations model, to help them live more independently and achieve the right outcomes for them. This can be through their own resources, their family and friends, community networks, or formal support.

- Community Hubs x4
- Inclusion Hubs x4
- Learning Disability Hubs x2
- Dedicated Adult Social Care Hospital team x1
- Continuing Health Care Team x1
- Care Home Review Team x1
- Reablement North

Within all our teams and services, we work alongside partner agencies, putting the people we support at the centre of all we do, to produce consistently better outcomes for people.

Introduction



Strengths Based

- Operates a strengths based approach
 - Works with adults ages 18+
- Supports adults with mental health, physical health, vulnerabilities, aged related issues, and learning disability

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From	To
Doing things for people	Doing things with people
Risk assessment as prevention	Risk assessment as an enabler
Focus on what is important for people	Focus on what is important for people + what is important to people + why it is important to them
People have weaknesses	People have strengths
See the problem	See the person
Service-led	Needs/outcome-led



3 Conversation Model

The 3 Conversations approach

Conversation 1
Listen and Connect



Conversation 2
Work intensively with people in crisis



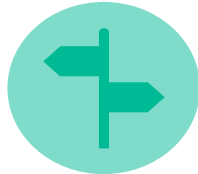
Conversation 3
Build a good life



Supported by our new ways of working together as a team



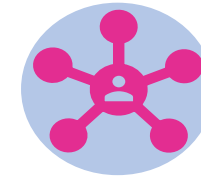
FRONT DOOR



ON TRACK CHATS

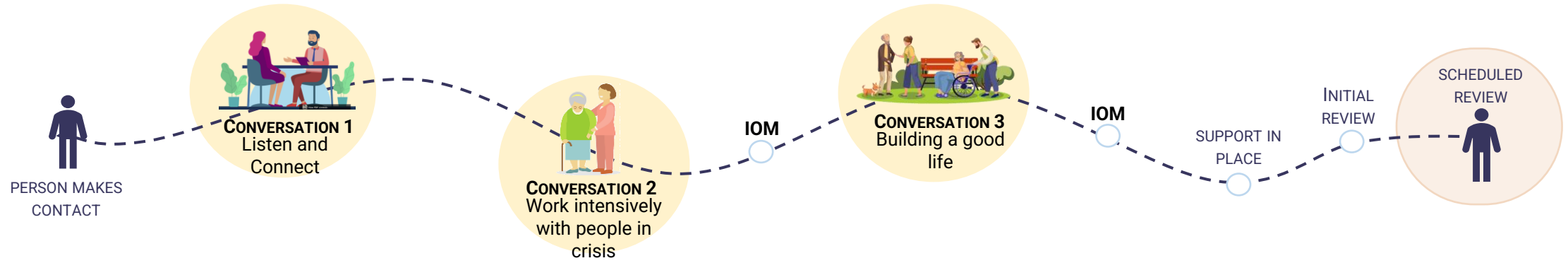


HUDDLES

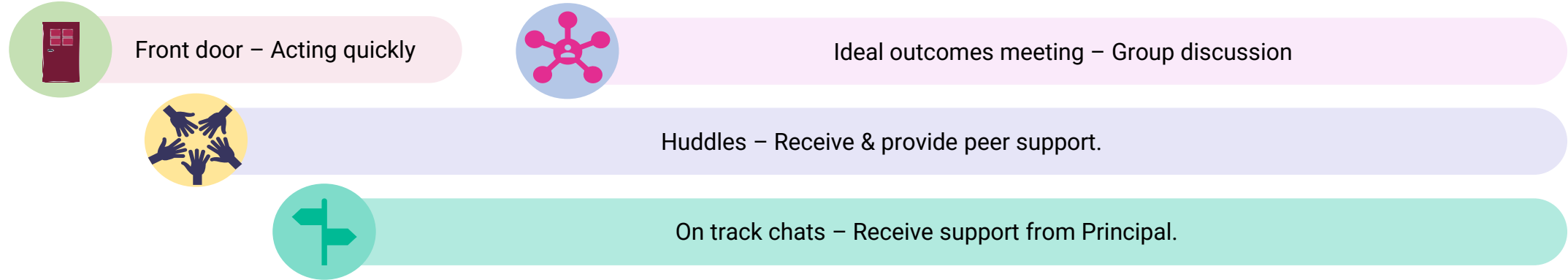


IDEAL OUTCOME MEETINGS

The Journey through Adult Services



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Community Hubs

Community Teams manage all new referrals coming through Adult Social Care, except those with a learning disability.

Referrals are progressed through the 'three conversation' model focusing on early intervention and outcome focused services.

Community teams also provide long-term social care support to people over 65 years, including re-assessment and reviews

At the front door, community teams work closely with all key partners to ensure we are offering an integrated support system to people approaching Adult Social Care.

In each locality, the team work very closely with the local Integrated Care System (ICS), Northamptonshire Healthcare Foundation Trust, and other relevant stakeholders.



Inclusion Teams

Currently we have 2 Inclusion Teams working with people aged 18-65 based in North Northants, one covering Kettering/Corby, and one covering Wellingborough/East Northants.

The teams also work with children who are transitioning into adulthood from the age of 16 onwards.

The workers within these teams complete assessments using the 3 conversations model; they take a strengths-based approach to help maximise people's independence and reduce their reliance on formal support.

Progression workers support people who have a formal package of care to help progress them out of service and be more independent.



LD Teams

People living in North Northants, who have a diagnosed Learning Disability, are supported by our Learning Disability Teams. Their geographic footprint is the same as the Inclusion Teams.

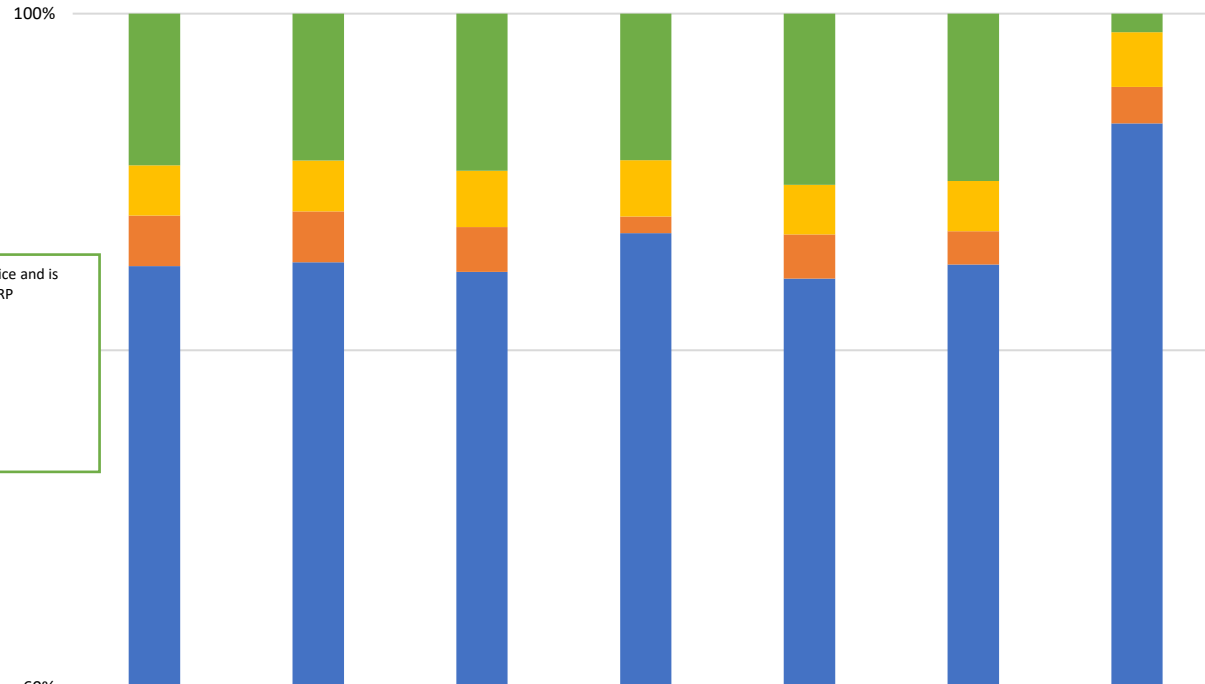
There is no upper age limit for this service, and they will work with people transitioning from Children's services (aged 16+) to end of life.

The ways of working are the same as the Inclusion service and the focus is about maximising someone's potential and improving people's quality of life.



Recourses

Adult Services Headcount



Net Adults Budget of £99,229,416

* Data has been provided by the Service and is not necessarily what is reflected on ERP

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**North
Northamptonshire
Council**

Adult Services

Sam Fitzgerald

Key Performance

Currently Adult Services is actively supporting **4598** people, of these **1736** are aged 18-64 and **2862** are aged 65+.

Service Type	18-64	65+	Total
Day Care	385	109	494
Direct Payments	570	201	771
Home Care	448	1,260	1708
Nursing	31	378	409
Rehab + Respite	48	200	248
Residential	215	787	1002
Residential (Pre ERP Gold)	1	205	206
Specialist Equipment for Service Provision	42	57	99
Supported Living	513	97	610
Grand Total	1,736	2,862	4598

Team	18 - 64	65+	Total
CARE HOME REVIEW TEAM NORTH	2	1143	1145
CHC NORTH	18	106	124
COMMUNITY CORBY HUB	8	672	680
COMMUNITY EAST NORTHANTS HUB	21	823	844
COMMUNITY KETTERING HUB	28	874	902
COMMUNITY WELLINGBOROUGH HUB	20	787	807
HOSPITAL ASC TEAM NORTH	28	444	472
INCLUSION CORBY / KETTERING TEAM	964	51	1015
INCLUSION WELL / EAST NORTHANTS TEAM	880	57	937
KETTERING GENERAL HOSPITAL OP/PD TEAM		1	1
LD CORBY / KETTERING HUB	932	96	1028
LD WELLINGBOROUGH / EAST NORTHANTS HUB	882	170	1052
Grand Total	3783	5224	9007

Risks and Challenges

- Increase in demand of ASC older people has increased by 25% for Older persons and 15% in younger adults (523 People)
- Availability of external social care provision namely residential and Nursing care for Older persons continues to impact on the ability of adult services teams to support people in a timely way.
- Key roles such as Social workers remain difficult to recruit to, although the MFS has had a positive impact on the recruitment and retention of these roles.
- Hospital Pressures continue to be a key challenge with volumes of those requiring ASC support upon discharge increasing and no additional winter funding announced.
- Impact of significant volumes of provider failure on Social Care teams both in terms of capacity and financial impact.
- Waiting lists for assessment and Reviews remain a concern and although they are risk rated and prioritisation tools applied the points above further compound the challenge.

Hospital Flow

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Council

Hospital Team

Support all adults 18+, who have been identified by hospital staff as in need of reablement, and/or long-term care and support needs, to facilitate their discharge from Hospital.

We support discharges primarily from our local Acute and Community hospitals in Northamptonshire, however, we will support the discharge, and ongoing assessment, of any North Northants resident from any Acute / Community Hospital, or Private Hospital in the country.

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**North
Northamptonshire
Council**

Adult Services

Sam Fitzgerald

Hospital Team – Key Performances

4 - Week Avg Proportion of People Going Home
(Across the whole pathway)

88.8 %

Outcome	N	Broke rage	HASC Team	KGH	Other	SCC
D2A Home	1	2.1				
	2					3.1
	4			2.7		
	10				14.6	
	11	4.5				
D2A Residential Care Bed	1	10.0		197.2		8.8
	2				3.9	
SCC	1		0.1	18.1		
	5				7.7	4.1

Number of Residential Outcomes Last Week
(Across the whole pathway)

7

Hospital Beds

Page 149

81%

4 - Week Avg. Proportion of People Discharged Home

7

4-Week Average Days to Discharge with NASS

28

Number of People on HASC Team Caseload
[Click to see active caseload list](#)

10

4-Week Average Number of Non-HASC Outcomes

Community Settings

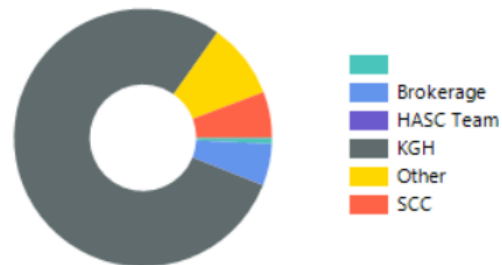
38 %

4 - Week Average Proportion of People Going Home

49

4-Week Average Days to Discharge from D2A

Breakdown of Average Days to Discharge with NASS



157

Number of People on Caseload- D2A/SCC Tracker
[Click to see active caseload list](#)



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Reablement North

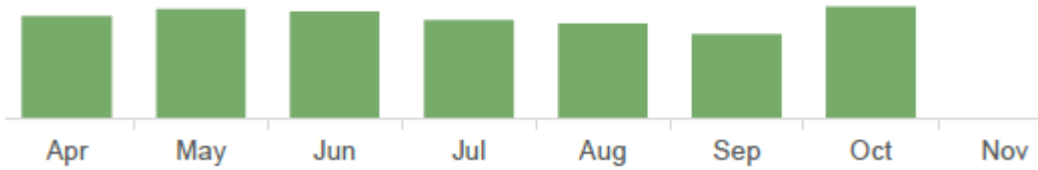
Accept referrals for reablement, adopting the discharge to assess model from Acute Hospitals and community Hospitals both in and out of county.

There is also an Admission Avoidance function within Reablement linking closely with the SDEC and Frailty units in ED, but also the community health provider and GPs looking to offer Reablement alongside clinical interventions to enable people to remain at home.

Reablement North also accepts referrals from people already in the community; particularly targeting reablement support to develop independence skills and reduced reliance on formal care and support.

Reablement North – Performance Report October 2023

Total Referrals Received



Forecast for service is up from forecast in June of at 1,314 to a forecast now of 1,763 compared to a on Last year total of 1,298 starts in service in 22/23.

Episodes Commencing by Pathway

- Number commencing by episode start month

	Path %	Oct	YTD	Avg. P/M	Oct v Sep	Avg. Gwth	YE Fcst
Discharge to Recovery	74.6	79	624	89	2	-5.3	1,043
Community Reablement	1.0	1	8	2	-2	0.0	18
Hospital Admission Avoidance	23.9	34	200	29	7	1.3	350
Care Management Complex Discharges	0.2	0	2	1	0	-0.2	6
Cont. Reablement Following Res Stay	0.2	0	2	1	0	-0.2	6
Total		114	836	119	7	-4.3	1,411

Episodes Commencing by Location

- Number commencing by episode start month

	Loc %	Oct	YTD	Avg. P/M	Oct v Sep	Avg. Gwth	YE Fcst
Hospital	75	79	626	89	2	-5.5	1,046
A & E	12	20	103	15	12	0.3	178
Community	13	15	107	15	-7	0.8	188
Total		114	836	119	7	-4.3	1,411

Referral Timescales

- referral received to closed days by closed month

	Oct	YTD
Average days on referral caseload	2.9	4.1
Hospital Discharges (DTR)	3.0	3.7
Admission Avoidance	1.6	1.6
Community Referrals	3.5	9.0
Avg. days to discharge (DTR)	3.2	3.8
Avg. days to failed discharge (DTR)	2.6	3.3

Thackley Green October performance

Service Demand

	Oct	YTD	Avg. P/M	Oct v Sep	Avg. Gwth	YE Fcst
Total Referrals Received	32	179	26	-4	2.5	319
Open Referrals (at month end)	3	-	3	0	0.0	-

Referral Sources

- by referral received month	Src %	Oct	YTD
Kettering General Hospital	91.1	32	163
Northampton General Hospital	2.8	0	5
Out of County Hospital	4.5	0	8
Community Reablement	0.6	0	1
Community Respite	0.6	0	1
Not Captured	0.6	0	1

Referral Timescales

- referral received to closed days by closed month

Average days on referral caseload

	Oct	YTD	Oct v Sep
Average days on referral caseload	4.1	2.5	1.5

Referral Outcomes

- by referral closed month

	Out %	Oct	YTD
Admitted	91.2	28	156
Cancelled	8.2	0	14
Rejected	0.6	0	1
Total Closed		28	171

Length of Episode

- Avg. Length of Episode Days

	% Band	Oct	YTD
Average Days		32.3	30.3

Length of Episode Banding:

24 hours	3.2	0	5
48 hours	1.9	0	3
72 hours	0.6	0	1
4 - 7 days	7.1	2	11
1 - 2 weeks	14.3	4	22
2 - 4 weeks	29.9	6	46
4 - 6 weeks	24.0	8	37
> 6 weeks	18.8	5	29

Episode Outcomes

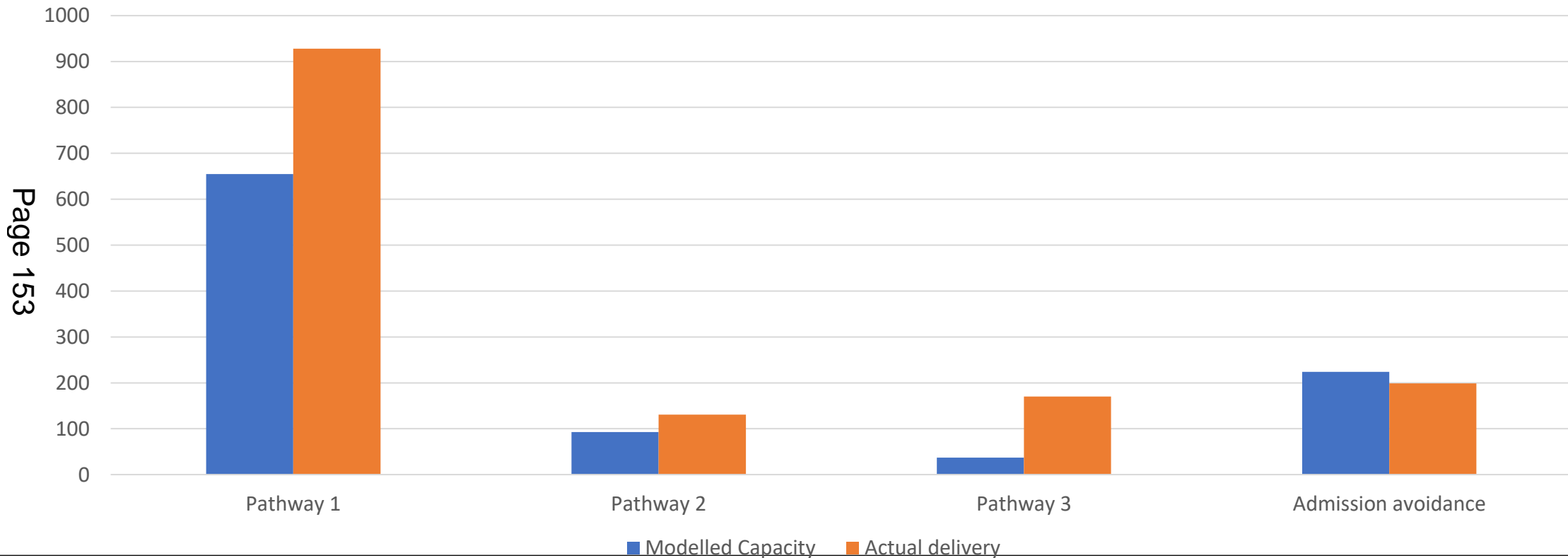
- Number ending by episode complete month

	Out %	Oct	YTD
No Further Action	40.3	9	62
Hospital Admission - Service Ended	34.4	13	53
Existing Care & Support Plan	1.9	1	3
Trans to Community LA Led	6.5	1	10
Trans to Community Self-funding	1.3	0	2
Trans to Residential LA Led	3.2	0	5
Trans to Residential Self-funding	1.3	0	2
Trans to Reablement North	3.9	1	6
Deceased	0.6	0	1
Respite Ended	0.6	0	1
Not Admitted	5.8	0	9
Total		25	154

Adult Social Care Discharge by Pathway

Discharge activity
56% above
modelling.

Activity undertaken April – October against capacity modelling



Areas of Focus for the next 12 Months

- Moving Forward with Place (Front door / Demand management, link with VCSE and communities).
- MHLDA (Explore opportunities for closer working with mental health & Learning Disability services).
- LD progression model (Review of high-cost packages / commissioning frameworks).
- Health system transformation (Pathway 1, Pathway 2 [Thackley Green], Delirium Pathway, SPOA, System Dashboards).
- Recruitment and Retention of Social Care Workforce, including career pathways.



North
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North Northamptonshire Council

1 DECEMBER 2023 TO 31 MARCH 2024

Published by: Democratic Services

Leader of North Northamptonshire Council: Councillor Jason Smithers

INTRODUCTION

This is the North Northamptonshire Council's Forward Plan. It is published pursuant to The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012. Its purpose is to provide the required 28 days' notice of the Council's intention to take 'key decisions' and to hold meetings or parts of meetings in private. It gives advance notice of all the "key decisions" and "exempt decisions" which the Executive or another body or officer so authorised are likely to take over a four-month period. The Plan is updated on a rolling monthly basis.

The Members of the Executive are:	
Councillor Jason Smithers	Leader of North Northamptonshire Council
Councillor Helen Howell	Deputy Leader of North Northamptonshire Council Sport, Leisure, Culture and Tourism
Councillor Helen Harrison	Adults, Health and Wellbeing
Councillor Scott Edwards	Children, Families, Education and Skills
Councillor Harriet Pentland	Climate and Green Environment
Councillor Lloyd Bunday	Finance and Transformation
Councillor David Brackenbury	Growth and Regeneration
Councillor Matt Binley	Highways, Travel and Assets
Councillor Mark Rowley	Housing, Communities and Levelling-Up
Councillor David Howes	Rural Communities and Localism

The concept of a "key decision" is intended to capture the most important or significant decisions. "Key decisions" will normally be made at meetings open to the press and public. The press and public will only be excluded from such meetings as and when the Council's Monitoring Officer considers that this is necessary in order to avoid the public disclosure of confidential or exempt information.

The authority has decided that a Key Decision is one which is likely:-

- (a) to result in the authority incurring expenditure of which is, or the making of savings which are, significant; or
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more electoral wards in the area of the authority."

The Council has decided that significant expenditure or savings are those amounting to above £500,000.

In determining the meaning of "*significant*" for these purposes North Northamptonshire Council will also have regard to any guidance for the time being issued by the Secretary of State in accordance with section 9Q of the Local Government Act 2000.

At times it may be necessary for the North Northamptonshire Council to give consideration to items where the public may be excluded from the meeting. Members of the public are excluded from meetings whenever it is likely that, in the view of the nature of the business to be transacted or the nature of the proceedings that confidential information would be disclosed. This includes exclusion from access to any pertinent documents. Details of the exemption categories can be found in the 'Access to Information Procedure Rules' section in the Council's [Constitution](#). This plan provides advance notice of any items which may be held in private.

Paragraph 5 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 provides for members of the public to make representations to the Council on why an exempt item should be considered in public, rather than in private. Persons wishing to make such representations and/or obtain further details in respect of any issues referred to in the Plan should contact the undermentioned officer.

The Monitoring Officer may also include in the Forward Plan references to such other decisions, which are to be taken by the Council or any of its Committees or Sub-Committee or officers as they consider appropriate. These will be those decisions that are considered to be significant or sufficiently important and/or sensitive so that it is reasonable for a member of the public to expect it to be recorded and published.

All general questions or queries about the contents of this Forward Plan or about the arrangements for taking key decisions should be raised with David Pope, Democratic Services.

Please email: democraticservices@northnorthants.gov.uk

December 2023

Subject of the Decision:	Purpose of Report	Decision Maker	Is it a key decision?	Will it contain exempt information? /Reasons for exemption, if any	Consultation undertaken	Anticipated Date of Decision:	Report Author and Executive Lead Member
Capital Budget Update Page 158	To report any adjustments to the in-year programme	Executive	Yes	No		21 st December 2023	Executive Member - Finance and Transformation Executive Director - Finance & Performance
Budget Forecast Update 2023-24 - Period 7	To report any adjustments to the in-year budget	Executive	Yes	No		21 st December 2023	Executive Member - Finance and Transformation Executive Director - Finance & Performance
Business Plan of Northamptonshire Children's Trust	To note the content of the Business Plan and to agree that the Report is presented at Full	Executive	Yes	No		21 st December 2023	Executive Member - Children, Families, Education and Skills

	Council						Executive Director - Children's Services
Asset Acquisition Policy	To consider adopting an NNC policy.	Executive	Yes	No		21 st December 2023	Executive Member - Highways, Travel and Assets Executive Director - Place and Economy
Surplus Asset Disposal	To approval the disposal of specific assets	Executive	Yes	Part exempt, Para 3		21 st December 2023	Executive Member - Highways, Travel and Assets Executive Director - Place and Economy
Culture, Heritage and Tourism Business Plan	To consider and approve the business plan.	Executive	Yes	No		21 st December 2023	Executive Member - Deputy Leader & Sports, Leisure, Culture and Tourism Executive Director - Adults, Health Partnerships and Housing (DASS)

Draft Budget 2024/25 and Medium-Term Financial Plan	To seek recommendation to Council to approve the 2024-25 Budget and MTFP	Executive	Yes	No		21 st December 2023	Executive Member - Finance and Transformation Executive Director - Finance & Performance
Housing Revenue Account Draft Budget 2024-25 and Medium-Term Financial Plan Proposals	To seek recommendation to Council to approve the 2024-25 Budget and MTFP	Executive	Yes	No		21 st December 2023	Executive Member - Finance and Transformation Executive Director - Finance & Performance
Draft Capital Programme 2024-27	To seek recommendation to Council to approve the Capital Programme 2024-27	Executive	Yes	No		21 st December 2023	Executive Member - Finance and Transformation Executive Director - Finance & Performance
Travellers Temporary Stopping Site Land at Junction 3 of the A14 Rothwell	Approval is sought to add this project to the 2024/25 capital programme	Executive	Yes	No		21 st December 2023	Executive Member - Rural Communities and Localism Executive Director - Place and Economy

Approval of Department for Transport (DfT) Additional Highway Maintenance Funding 2023/24 and 2024/25	Approval of DfT Additional Highway Maintenance Funding 2023/24 and 2024/25 to be added to the Capital Programme	Executive	Yes	No		21 st December 2023	Executive Member - Highways, Travel and Assets Executive Director - Place and Economy
Children's Services Case Management System (CapitaOne) Contract Extension	To approve the contract extension	Executive	Yes	No		21 st December 2023	Executive Member - Children, Families, Education and Skills Executive Director - Children's Services

January 2024

Subject of the Decision:	Purpose of Report	Decision Maker	Is it a key decision?	Will it contain exempt information? /Reasons for exemption, if any	Consultation undertaken	Anticipated Date of Decision:	Report Author and Executive Lead Member
Capital Budget Update Page 162	To report any adjustments to the in-year programme	Executive	Yes	No		18 th January 2024	Executive Member - Finance and Transformation Executive Director - Finance & Performance
Replacement Adults Social Care System	A request to move forward with the costs and procurement to replace systems within adult social care (Eclipse, Cygnum, Carefirst, Abacus) which are due for renewal.	Executive	Yes	No		18 th January 2024	Executive Member - Adults, Health and Wellbeing Executive Director - Adults, Health Partnerships and Housing (DASS)
Kettering Leisure Village Business Case	To consider and approve the proposed Business Case	Executive	Yes	No		18 th January 2024	Executive Member - Highways, Travel and Assets

	regarding the future of KLV						Executive Director - Place and Economy
Department for Transport Funding Allocations	To note the allocation of capital funding by the Department for Transport for 2024/25 and to agree how the funding should be spent.	Executive	Yes	No		18 th January 2024	Executive Member - Highways, Travel and Assets Executive Director - Place and Economy
Adoption of the Corby Local Walking and Cycling Investment Plan Page 163	To approve adoption of the Corby Local Walking and Cycling Investment Plan	Executive	Yes	No		18 th January 2024	Executive Member - Highways, Travel and Assets Executive Director - Place and Economy
Communities Strategy	To approve the Communities Strategy	Executive	Yes	No	VCSE North Northants networks	18 th January 2024	Executive Member - Housing, Communities and Levelling Up Director of Public Health
Specialist Drug and Alcohol Treatment for Rough Sleepers, or at	To agree the use of North Northamptonshire	Executive	Yes	No		18 th January 2024	Executive Member - Adults, Health and

risk of Rough Sleeping	Public Health Reserves to fund activities up to £600,000 for specialist drug and alcohol treatment services for rough sleepers or those at risk of rough sleeping until 31st March 2026						Wellbeing Executive Director - Adults, Health Partnerships and Housing (DASS)
Adult Social Care (ASC) Strategic Framework Page 164	To approve the framework	Executive	Yes	No	Informal within NNC and with appropriate partners	18 th January 2024	Executive Member - Adults, Health and Wellbeing Executive Director - Adults, Health Partnerships and Housing (DASS)
Bookings for Parks and Open Spaces	Approve the Bookings Policy Parks and Open Spaces	Executive	Yes	No		18 th January 2024	Executive Member - Deputy Leader & Sports, Leisure, Culture and Tourism Executive Director - Adults, Health Partnerships and Housing (DASS)

February 2024

Subject of the Decision:	Purpose of Report	Decision Maker	Is it a key decision?	Will it contain exempt information? /Reasons for exemption, if any	Consultation undertaken	Anticipated Date of Decision:	Report Author and Executive Lead Member
General Fund Final Budget 2024-25 and Medium-Term Financial Plan Page 165	To recommend to Council the General Fund Final Budget 2024-25 and Medium-Term Financial Plan	Executive	Yes	No		8 th February 2024	Executive Member - Finance and Transformation Executive Director - Finance & Performance
Capital Programme 2024-2028	To recommend for approval to Council the Capital Programme 2024-2028	Executive	Yes	No		8 th February 2024	Executive Member - Finance and Transformation Executive Director - Finance & Performance
Housing Revenue Account (HRA) Final Budget 2024-25 and Medium-Term Financial Plan	To recommended for approval to Council the HRA Final Budget 2024-25 and Medium-Term	Executive	Yes	No		8 th February 2024	Executive Member - Finance and Transformation Executive

	Financial Plan.						Director - Finance & Performance
Council-Owned Company Governance Arrangements	To approve governance arrangements relating to Council-owned companies	Executive	Yes	No		15 th February 2024	Executive Member - Finance and Transformation Executive Director - Finance & Performance
Options Appraisal for Recommissioning Public Health Services Page 166	To consider in-house or external provision of: <ul style="list-style-type: none"> • 0-19 Health Visiting and school nursing service • NISHH- Northamptonshire Integrated Sexual Health Service and HIV service • Strong Start Service • REACH Young People's Counselling Service • Oral Health Service 	Executive	Yes	No		15 th February 2024	Executive Member - Adults, Health and Wellbeing Director of Public Health
Determination of admission arrangements for local	Executive is asked to determine admission	Executive	Yes	No		15 th February 2024	Executive Member - Children,

authority maintained
(community and
voluntary controlled)
schools in North
Northamptonshire for
the 2025 intakes.

arrangements of
schools where the
local authority is
the admission
authority.

Families,
Education and
Skills

Executive
Director -
Children's
Services

March 2024

Subject of the Decision:	Purpose of Report	Decision Maker	Is it a key decision?	Will it contain exempt information? /Reasons for exemption, if any	Consultation undertaken	Anticipated Date of Decision:	Report Author and Executive Lead Member
Budget Forecast Update 2023-24 - Period 9 Page 168	To report any adjustments to the in-year budget	Executive	Yes	No		14 th March 2024	Executive Member - Finance and Transformation Executive Director - Finance & Performance
Capital Budget Update	To report any adjustments to the in-year programme	Executive	Yes	No		14 th March 2024	Executive Member - Finance and Transformation Executive Director - Finance & Performance
Annual Inflationary Uplifts Contracted Adult Social Care Providers	To approve the annual uplifts	Executive	Yes	No		14 th March 2024	Executive Member - Adults, Health and Wellbeing

							Executive Director - Adults, Health Partnerships and Housing (DASS)
NNC Homelessness and Rough Sleeping Strategy 2023-2028	To seek the Executive's approval to adopt the proposed Homelessness and Rough Sleeping Strategy following statutory consultation and subsequent amendments	Executive	Yes	No	Initial consultation event held 21/9/22 Feedback from this event was utilised to develop the draft strategy. The draft document will undergo a 6-week formal statutory consultation and additional proactive consultation with service users is planned	14 th March 2024	Executive Member - Housing, Communities and Levelling Up Executive Director - Adults, Health Partnerships and Housing (DASS)

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Active Communities Executive Advisory Panel



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Profile on a page: Matthew Jenkins – Assistant Director Commissioning and Performance

Profile on a page: Ali Gilbert – Director of Place - Integrated Care - Placed based arrangements

Profile on a page: Evonne Coleman – Thomas – Assistant Director Strategic Housing, Development & Property Services

Profile on a page: Kerry Purnell – Assistant Director Communities and Leisure

Profile on a page: Shirley Plenderleith – Assistant Director Public Health

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Profile on a page: Mike Bridges – Consultant in Public Health

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Proposed areas to explore

Area	Exec Member	Director	Assistant Director
Social Care for Adults	Cllr H Harrison	ED – A, HP & H	AD Adult Services, AD Commissioning & Performance, AD Safeguarding, Wellbeing and Provider
Services for Older People	Cllr H Harrison	ED – A, HP & H	
Health Inequalities	Cllr H Harrison	DPH	AD Communities and Leisure
Inclusion	Cllr H Harrison/Cllr M Rowley	ED – A, HP & H / DPH	
Leisure and Sport	Cllr H Howell	ED – A, HP & H / DPH	AD Communities and Leisure
Libraries and Theatres	Cllr H Howell	ED – A, HP & H / DPH	AD Communities and Leisure
Culture	Cllr H Howell	ED – A, HP & H / DPH	AD Communities and Leisure
Cooperation	Cllr H Harrison/Cllr M Rowley	ED – A, HP & H / DPH	AD Communities and Leisure
Mental Health and Wellbeing	Cllr H Harrison/Cllr M Rowley	ED – A, HP & H / DPH	AD C&L,
Domestic Violence	Cllr H Harrison/Cllr M Rowley	ED – A, HP & H / DPH	AD Communities and Leisure
Tourism	Cllr H Howell	ED – A, HP & H / DPH	AD Communities and Leisure

In relation to PH – areas to explore are Health Protection, CYP, and other aspects of adults – sexual health, lifestyles, etc.



Forward Plan agreed items

Assistant Director/Lead	Who	Proposed EAP Date
Item 1: Adult Social Care Strategy	Ali Gilbert	Friday, 01 December 2023
Item 2. Service presentation - Adult Services (to inform forward plan)	Sam Fitzgerald - Assistant Director Adult Services	
Item 1: Homelessness and Rough Sleeping Strategy	Evonne Coleman-Thomas - Suzanne Jackson/Carly Hohn Homelessness and Rough Sleeping Strategy – Suzanne Jackson	Friday, 02 February 2024
Item 2. Service presentation - Commissioning and Performances (to inform forward plan) (1 hr)	Matthew Jenkins - Assistant Director Commissioning and Performance	
Item 3: Communities Strategy	Kerry Purnell	
Item 1: TBC	TBC	Thursday, 04 April 2024
Item 2. Service presentation – Tackling Homelessness	Evonne Coleman –Thomas - Assistant Director Strategic Housing, Development and Property Services	





Zakia Loughead

Assistant Director
Safeguarding, Wellbeing and Provider Services

Summary of Service Area

- Safeguarding, Wellbeing and Provider Services encompasses Safeguarding, Provider Services (Day Opps, Specialist Support for Younger Adults, Respite for Younger Adults, Shared Lives, Learning Independence Volunteering Employment service, and Employment And Disability Service), the Approved Mental Health Professional (AMHP) team, the Deprivation of Liberty Safeguards (DOLS) team, the Community Therapy team, and the Assistive Technology and Visual Impairment teams.
- Leading the development of the Transformation of Provider Services

Possible areas for EAP to consider

Policies and strategies in development

- Delivery of Transforming NNC Adult Social Care Provider Services
- Social Care Reform including local authority self-assessment. Introducing co-production across Adult Social Care.
- Liberty Protection Safeguarding
- Adults Emergency Duty Team (Emergency Provision – Out Of Hours)
- Supporting replacement to Adult Social Care System
- Support to NNC Prevent Strategic Delivery Plan, and Combating Drugs partnership, MAPPA Steering Strategic Management Board

Transformation and change being considered

- Transforming Adult Social Care Provider Services Phase 1 and 2
- Emergency Duty Team and Out of Hours Service
- Disaggregation of Assistive Technology, Visual Impairment Service and AMHP service
- Supporting delivery of NSAB Safeguarding Priorities for NNC
- Embedding strengths-based practice across all service areas (Principal Social Worker led activity)



Sam Fitzgerald

Assistant Director
Adult Services

Summary of Service Area

- Responsible for Learning Disability teams, with a leading role in the LDA partnership
- Acute Hospital Adult Social Care, including Acute partnerships and Winter planning
- Community hubs and front door social care; Continuing Healthcare, and Care Home review functions
- Inclusion services
- Transitions (16-18) into adulthood
- Reablement and admission avoidance.
- Council appointed, non executive director for the Children's Trust

Possible areas for EAP to consider

Policies and strategies in development

- Adult Social Care Strategy
- Better Care Fund (BCF) Lead including the production of the Narrative plan and monitoring and reporting progress against the KPIs.
- Directorate Operating Model (Moving Forwards with Place – How the Adults, Health Partnerships, and Housing directorate works within a place-based setting.

Transformation and change being considered

- Service improvement transformation to ensure robust, resilient, teams that are equipped to handle the demand and complexity being faced in the community
- Urgent and Emergency Care Transformation Including Pathway 1 and Pathway 2 redesign
- Sustainable recruitment and retention of Adult Social Care workforce including Carers Pathways and progression.



Matt Jenkins

Assistant Director
Commissioning and Performance

Summary of Service Area

- Strategic market management of independent social care providers including commissioning, quality monitoring, contract management and payments to independent care providers.
- Brokering of care and support for people with eligible care needs.
- Leadership of Financial Operations including: financial assessments for contributions towards care and support, Personal Budget Support Service, Direct Payment support and appointee service.

Possible areas for EAP to consider

Policies and strategies in development

- Quality framework to provide assurance of quality of contracted care providers and to support improvement in the overall ratings profile and quality of independent care providers in North Northamptonshire.
- Market Position Statement to outline the current position of the independent care market along with the services that will be required to meet the needs of people in the future across North Northamptonshire.
- Actions to ensure we have a sustainable market of high quality services for people to draw on.

Transformation and change being considered

- Creation of forums for co-production ensuring people with lived experience can influence all aspects of Adult Social Care.
- The development of an integrated brokerage team driving joint working with Health partners and improving pathways of brokering care and support for people in North Northamptonshire.
- Procurement of our Social Care case management systems to support strengths based working and more efficient processes across Adult Social Care.



Ali Gilbert

North Northamptonshire Director of Place
Integrated Care

Summary of Service Area

- Integrated Care Stem North Place Development Director responsible for leading the design, development and implementation of the North Place model
- Lead for the development of the Live Your Best Life strategy
- Lead for the development of the Adult Social Care Strategy
- Supportive leadership for the development of the North Health and Wellbeing strategy

Possible areas for EAP to consider

Policies and strategies in development

- Live Your Best Life strategy for the county forms the framework to align all strategies, as only together will we achieve the ten ambitions
- The North place model is integral to the Live Your Best Life Strategy
- The development of the North Health and Wellbeing strategy, to be aligned with the Live Your Best Life Strategy
- The role of North Place in the NNC strategy under development
- The Adult Social Care Strategy development, with place integral to this

Transformation and change being considered

- North Place - Functional implementation of the Local Area Partnerships (LAPS) and ensuring communities are central to improving outcomes outlined in the Live Your Best Life Strategy focusing on the wider determinants of health.
- Role and function of the Community Wellbeing Forums as a function of the North Place model.
- Adult Social Care strategy – evolving function of the strengths- based model of care , with co-production integral to this with our workforce and North Northamptonshire people.
- Support North Northamptonshire VCSE model of care, linked to North place development and the evolution of the adult social care strengths- based model.



Evonne Coleman – Thomas
Assistant Director
Strategic Housing, Development and Property Services

Summary of Service Area

- Responsible for all strategic Housing services, Including Housing and Tenancy Services, and Homelessness.
- Responsible for all housing development activity, including acquisitions, new build and redevelopments
- Strategic Lead for all council I housing repairs, responsive and capital programmes.

Possible areas for EAP to consider

Policies and strategies in development

- Housing Strategy
- Homelessness Strategy
- Development Strategy
- Resident Engagement Strategy

Transformation and change being considered

- Harmonisation of the Housing Revenue Account – to deliver one HRA rather than the current separate Corby and Kettering Neighbourhood Accounts.
- Review of interim structures across the housing service, to ensure we remain agile and fit for purpose.
- Consideration as to management of our own temporary accommodation stock



Kerry Purnell

Assistant Director
Communities and Leisure

Summary of Service Area

- Culture, Tourism and Heritage, including Chester House Estate, Cornerstone, Discover Northamptonshire Tourism Hub at Rushden Lakes, Corby Heritage Centre, The Greenway, NN events
- Leisure and Active Communities, in-house and commissioned providers across the Leisure estate and active communities, sports, physical activity and play development
- Community Safety, including DA and Sexual Violence
- Communities and Wellbeing, including the A New Sense of Place programme, grant giving, community development, and Refugee Resettlement
- Library Services

Possible areas for EAP to consider

Policies and strategies in development

- County-wide Tourism (Discover Northamptonshire) Strategy, at stakeholder engagement stage
- Leisure Strategic Framework – Active Communities Strategy, Leisure Facilities and Playing Pitch Strategies and future delivery model options- work recently commissioned
- DA and Sexual Violence Commissioning Framework
- Greenway Strategy and locality plans

Transformation and change being considered

- CCTV transformation programme (at early scoping stage) Short description of areas responsible for (12 font)
- Future governance options for Chester House Estate
- Full disaggregation of the library service
- *Would the A New Sense of Place programme come to this EAP?*



Shirley Plenderleith

Assistant Director
Public Health

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Summary of Service Area

- Transition and Project support to strategic activity including strategic links across NNC
- Research & Evaluation activity
- Strategic / transformation projects - providing system leadership on areas of PH importance.
- Business operations –governance, forward planning, finance and workforce development

Possible areas for EAP to consider

Policies and strategies in development

- Research & Evaluation
- ICS Prevention activity
- PH Communication Planning linking to research activity

Transformation and change being considered

- Links to UoN and ICS Research & Innovation work
- Governance planning including financial framework
- Range of project support activities across PH to – eg Eastern European Community research project, Combating Drugs partnership (governance), health improvement eg Trauma Informed Practice project set up, Place based work



Abdu Mohiddin

Consultant in Public Health
[Children, Oral, Maternity & Sexual Health]

Summary of Service Area

- Children and young people
- Oral health (all ages)
- Maternity
- Sexual Health
- Adult Learning

Possible areas for EAP to consider

Policies and strategies in development

- The completion of CYP, Sexual Health, SEND JSNAs underway to inform future strategy
- Youth offer/strategy development (inc serious violence)
- Healthy schools reset/improvement and future working

Transformation and change being considered

- 0-19 CYP including early years commissioning options inc FNP, F/Hubs, Strong Start
- Sexual Health commissioning options
- Oral health commissioning options and strategy



Mike Bridges

Consultant in Public Health

Summary of Service Area

- Health Protection
 - NNC Health Protection / CIPC / Covid Response
 - Emergency Planning, Climate, Healthy urban, Transport, Planning
- Wider Health Protection
 - Serious Violence Prevention, Criminal Justice / Prisons, Community Falls Prevention
- Addictions
 - Substance Misuse, Tobacco Control, Smoking
- Research (Shared)
 - Links with UoN, ICS, EM

Possible areas for EAP to consider

Policies and strategies in development

- Tobacco Control Strategy (includes vaping)
- Gambling Strategy / Policy
- Commercial determinates of health strategy / policy

Transformation and change being considered

- The development of a prevention, treatment and recovery service model for drug and alcohol services for NNC
- Health Protection JSNA and emerging priorities to inform strategy
- Development of a public health approach to violence reduction serious violence duty / strategy

EAP Feedback Loop:

28 April 2023 meeting

Item	Feedback given by panel	Exec Member update
Drug and Alcohol Services in Northamptonshire		
Service Showcase		This approach was built into the forward plan with respective assistant directors programmed in to showcase their areas to support EAP members to identify areas of work they may wish to explore in greater detail at EAP, with public health due to attend and present at the next EAP in June 2023

EAP Feedback Loop:

09 June 2023 meeting

Item	Feedback given by panel	Exec Member update
<p>Tourism Strategy</p> <p>Page 185</p>	<p>Members felt that there was the ability to put in place good infrastructure to encourage visitors to stay in the area for longer but that this would require working with the relevant business' and as suggested the Local Authority could do more to encourage planners to engage with those submitting applications for camping, glamping, and hotels.</p> <p>Ideas such as Historic Churchyard Maps were suggested for those trying to track down ancestors, information providing places to visit in a local area that could be visited over several days making travelling easier. Northants had a history of Shoe Making, promote it, Corby has a Heritage Centre, could be open longer.</p> <p>Promoting accessibility for the disabled, helping farmers to diversify,, younger people attracted by music, crafts etc. there was a need to look at funding, if packaged properly we can access funding.</p> <p>A full Member session would be helpful to bring in more ideas.</p> <p>Explore crossing borders (promote the area elsewhere e.g. transport, trains from the north, golf courses, fishing etc. the Green Festival was not internally promoted.</p>	
<p>Service Showcase - Public Health</p>		

Item	Feedback given by panel	Exec Member update
<p>Sports and Leisure Strategy</p> <p>Page 186</p>	<p>Educational facilities and “left-behind” areas should be encouraged to engage</p> <ul style="list-style-type: none"> · Affordability and ease of access to facilities needed consideration · Working in strategic partnership would help maximise offer and budgets · Consideration needed to be given to activities that were not “pitch-based” including dance and theatre · Maximising the use of green space assets across North Northamptonshire · Improving physical activity among Council staff to offer healthy benefits for the workforce · Consideration of the requirements of differing demographics and those with existing health and wellbeing risks · Improving inequalities by making paid leisure services more affordable and utilising open spaces effectively · Early engagement with children to offer a lifetime approach · Promotion of use of sustainable transport, including walking and cycling · Utilise the expertise of both the voluntary sector and private sector · Understanding of existing facilities and leisure offer in North Northamptonshire and how this could be improved · Involving local health services, including GP surgeries in the Active Community Strategy to help target those in need and promote the local offer · An opportunity to work with Family Hubs to embed activity into family life · Linking strategies with other elements of partnership joint working 	

EAP Feedback Loop: 04 August 2023 meeting

Item	Feedback given by panel	Exec Member update
Health and Wellbeing Strategy Page 187	In terms of priority areas for consideration, the following points were raised by members: <ul style="list-style-type: none"> · Accessing GPs, dental and mental health services · Emergency care access · A holistic approach to strategies would be beneficial · Avoidance of work duplication in relation to other strategies · Good examples of JH&W Strategies being circulated where disproportionate positive benefits had been achieved. · A vibrant employment market was beneficial to health and wellbeing · Consideration of early years (childminders, nurseries etc) driving behaviours · Working with non-Council social landlords to understand issues that exist in that area · Getting vaccination and screening at the forefront of health and wellbeing, picking up problems earlier and preventing illness · That the strategy be owned across all directorates at the Council, not just Public Health · Housing considerations to improve health and wellbeing, including green spaces for residents 	
Service presentation regarding the Communities and Leisure Service		

[Agenda for EAP Active Communities on Friday 4th August, 2023, 10.00 am - North Northamptonshire Council \(moderngov.co.uk\)](https://www.moderngov.co.uk)

EAP Feedback Loop: 06 October 2023 meeting

Item	Feedback given by panel	Exec Member update
Service Presentation - Safeguarding and Wellbeing Provider Services		
Draft Adult Social Care Strategy	Deferred until December 2023 meeting	
Greenway Strategy. Page 188	Councillors asked questions in relation to: <ul style="list-style-type: none">• The public consultation process• Road safety to encourage cycling and walking• Connectivity with towns to employment/leisure/housing• Links between Kettering and Corby; including Boughton House and Wicksteed Park• Prioritisation of routes once funding was obtained• Promotion of the public consultation• Lighting of routes• Whether the Greenway would go through Irchester County Park• Whether S106 monies could be utilised for routes outside of the four prioritised routes if the opportunity arose• Consultation details to be circulated to members• Tempering expectations in relation to timescales in development of the Greenway	

[Agenda for EAP Active Communities on Friday 6th October, 2023, 10.00 am - North Northamptonshire Council \(moderngov.co.uk\)](https://www.moderngov.co.uk)

EAP Feedback Loop:

01 December 2023 meeting

Item	Feedback given by panel	Exec Member update

EAP Feedback Loop:

01 December 2023 meeting

Item	Feedback given by panel	Exec Member update

Item	Feedback given by panel	Exec Member update

EAP Feedback Loop:

05 April 2024 meeting

Item	Feedback given by panel	Exec Member update