

North Northamptonshire Adult Social Care Strategy 2023 - 2028

The lives we
live



Working Draft 10.10



North
Northamptonshire
Council

Adult Social Care Strategy 2023 - 2028

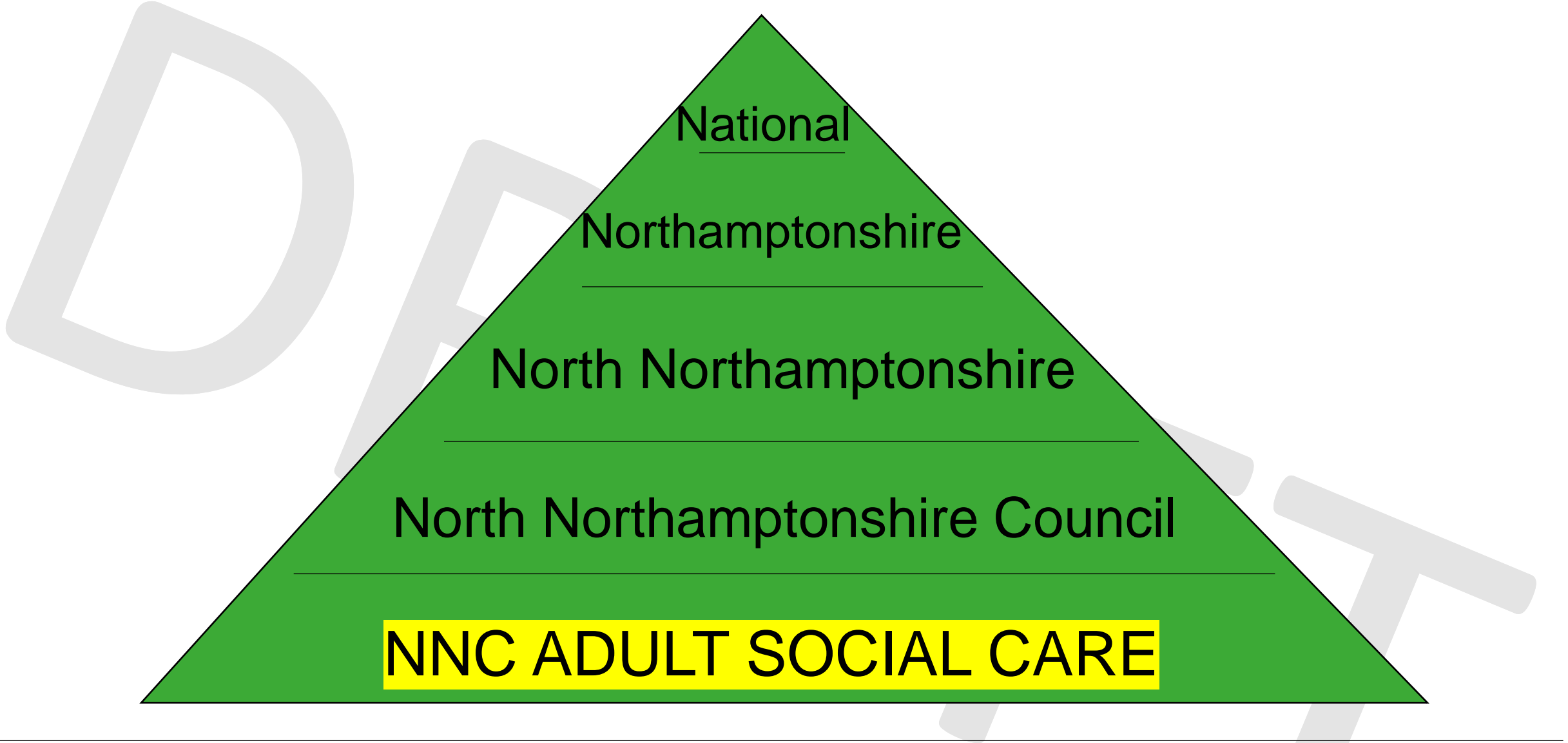
- 1. Introduction**
- 2. National context**
- 3. Northamptonshire Local context**
- 4. North Northamptonshire context**
- 5. A New Sense of Place**
- 6. North Northamptonshire council (NNC)**
- 7. Our Case for change**
- 8. The way we work**
- 9. Shared vision, aims and ambitions**
- 10. The future way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



Introduction

- ❑ This is the **five-year strategy** for adult social care provision and commissioning covering 18-year-olds to adults, including progression transition from 14 years onwards
- ❑ It will support a **new vision for adult social care and commissioning based on a Strength Based approach**
- ❑ 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**





North
Northamptonshire
Council

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

Our Vision

What is
important to
people and
workforce

We will do this
through

The road to
success



**North
Northamptonshire
Council**

National Context

National



North
Northamptonshire
Council

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



Northamptonshire



North
Northamptonshire
Council



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.



North
Northamptonshire
Council

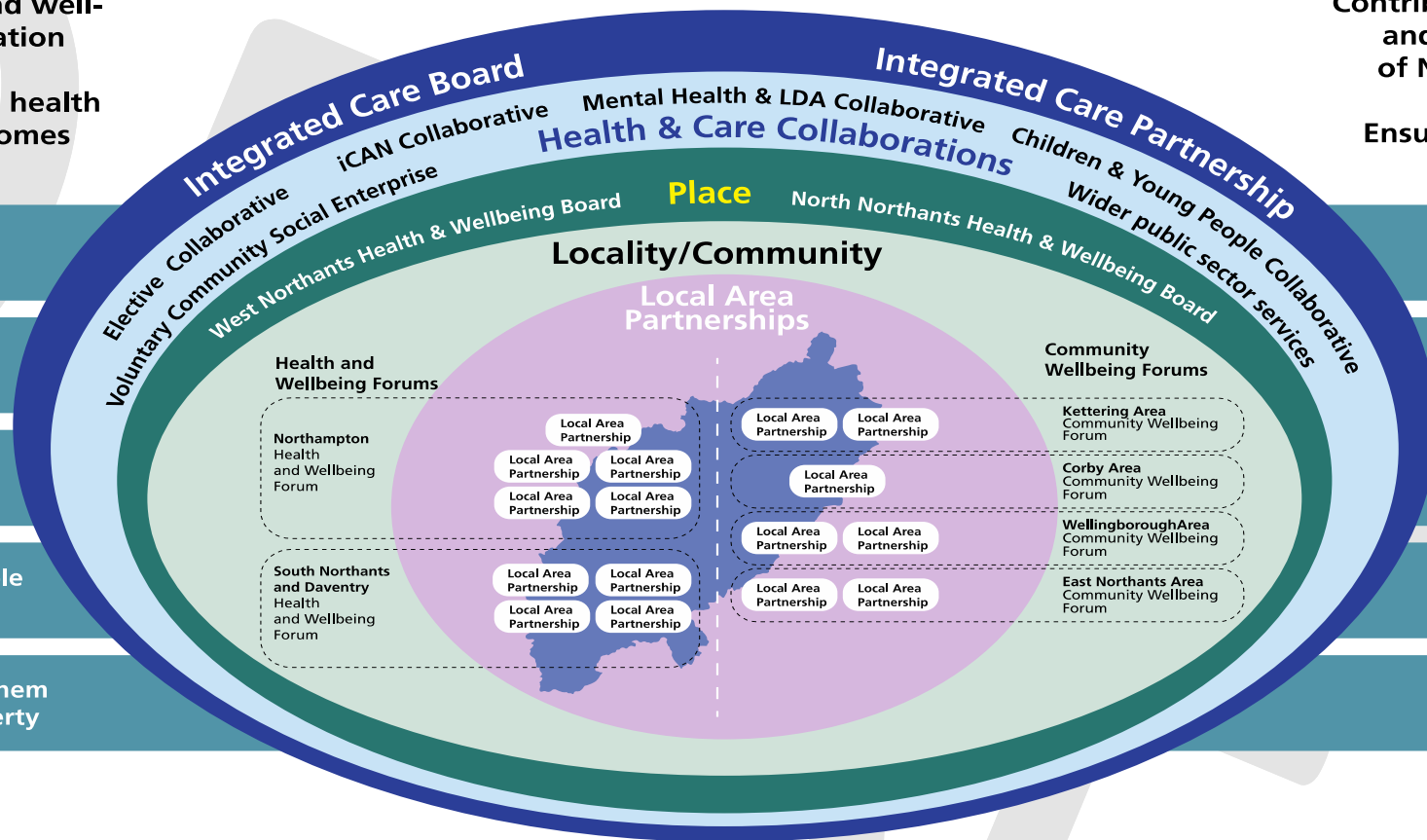
Northamptonshire Integrated Care System

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
- Opportunity to be fit & well
- Best start in life
- Access to the best available education & learning
- Employment that keeps them & their family out of poverty

- Good housing in places which are clean and green
- To feel safe in their homes & when out and about
- Connected to their families
- To be accepted & valued simply for who they are
- Access to health & social care when needed



**North
Northamptonshire
Council**

NORTH NORTHAMPTONSHIRE CONTEXT

59,500 people

Growth in size of 13.5% since 2011

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



North
Northamptonshire
Council

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 agreed a short list 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



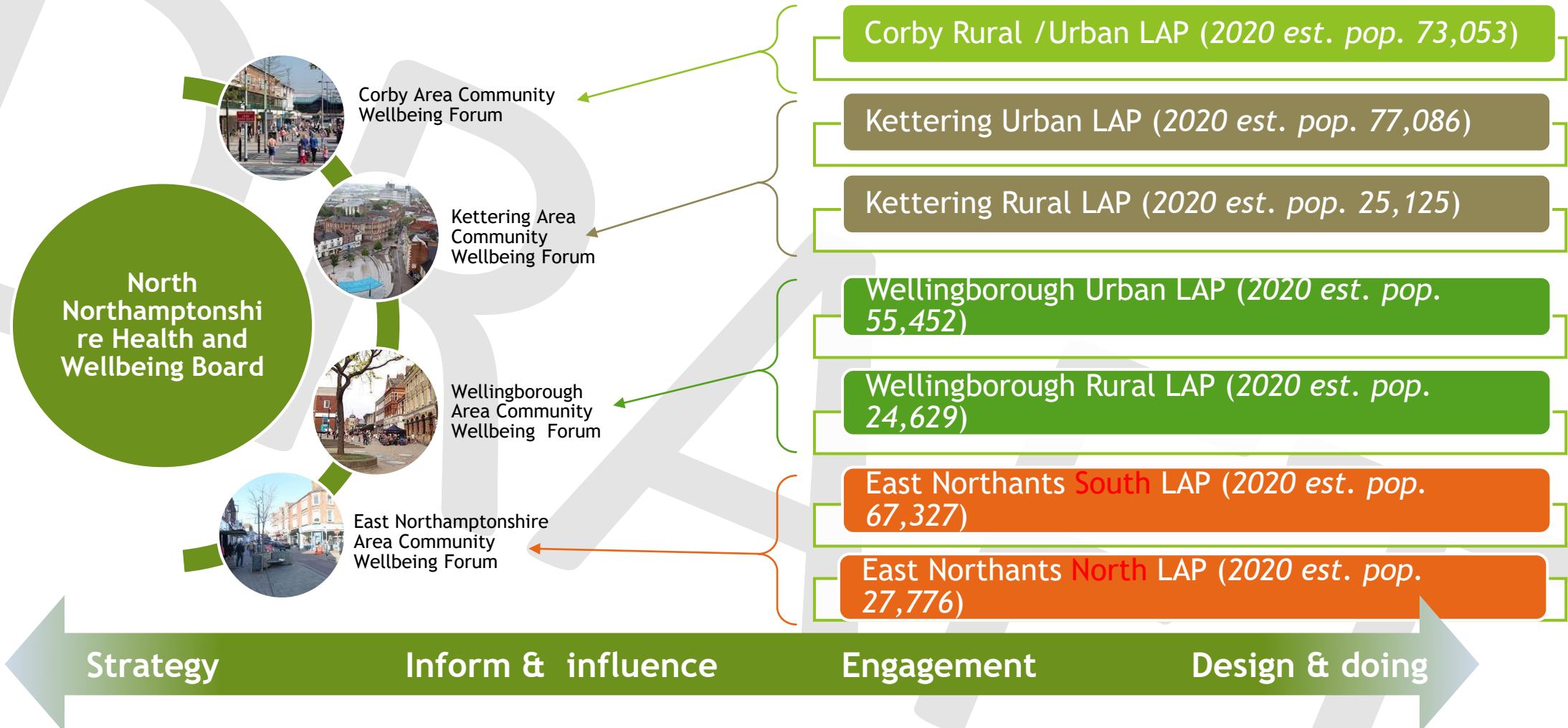
A NEW *genze* OF PLACE

North Northamptonshire
Place Development



North
Northamptonshire
Council

Area Community Wellbeing Forums Local Area Partnerships



North Northamptonshire Council NNC

North Northamptonshire Cou
NNC



North
Northamptonshire
Council

North Northamptonshire Council



CASE FOR CHANGE

WORKING WITH PEOPLE

PROVIDING SUPPORT

ENSURING SAFETY

LEADING THE CHANGE

NNC Adult Social Care



North
Northamptonshire
Council

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

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

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

Further devolved responsibilities to ASC managers and professionals in communities

Co-production and safeguarding is not embedded

Continuous improvement in wellbeing and moral staff

Recruitment and retention of skilled workforce



Data Intelligence

Adult Population size
Approx 360,000 (18 plus)

ASC Budget 121 million £

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?

Senior Leadership visibility and understanding services

Work closely with local communities

Embed 3 conversation model

Resilience in teams

Staff learning, development and wellbeing

Day centres fit for purpose

One journey through the pathway of support

Collaborative Working

Co Production and Co Design

Adapted housing solutions

Better self-service options

Commitment to investing in the market

Coherent strategy for dementia services

Clear Strategy on how housing, health education and adult social care can work together

Therapy and Assistive Technology broader and more far reaching

Clear communication plan

Clear outcomes for people and providers



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



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

Yes - 26 responses

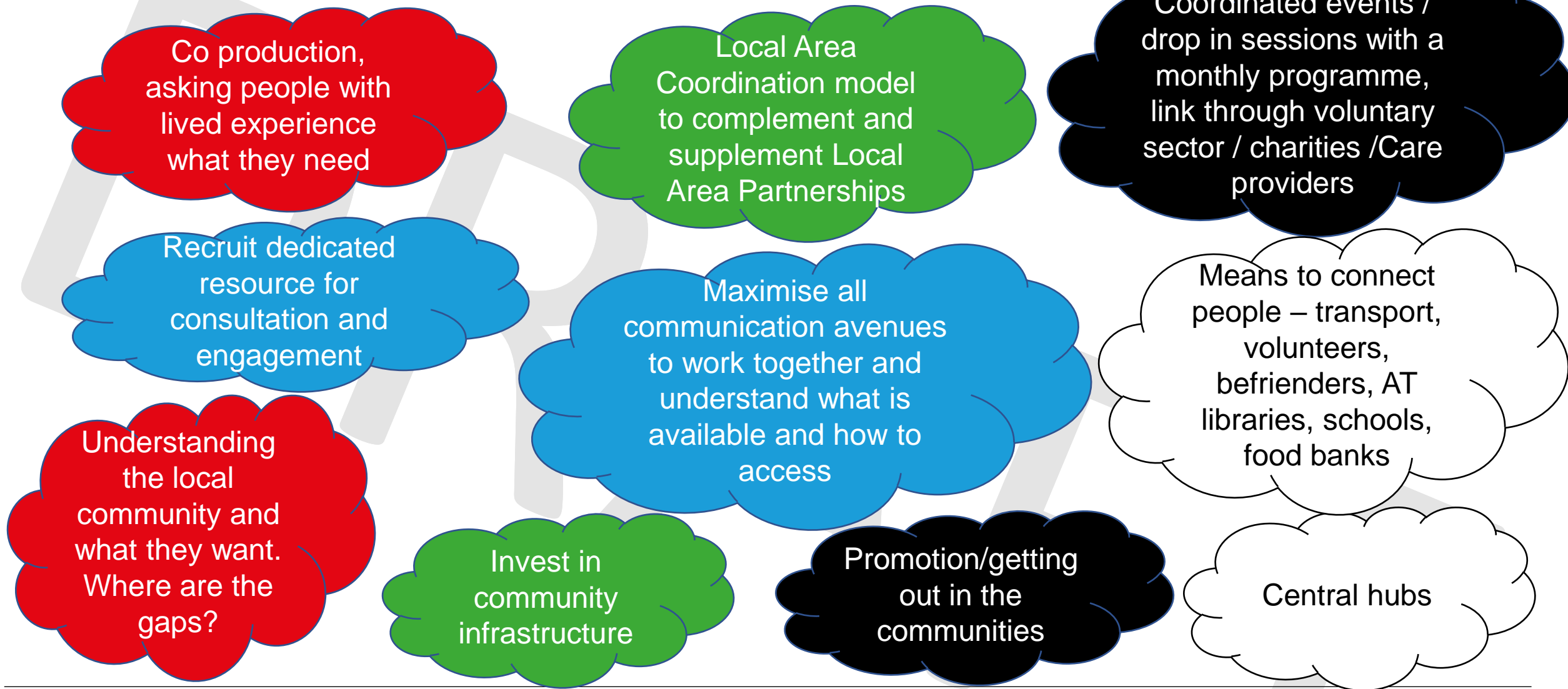
- Reablement have always worked in this way
- It is enforced and practiced in Adult Social Care
- 3 conversations, community based working, community hubs and LAPs are evidence of this and promote strengths based working
- Vision needs to be strengthened across NNC and Health
- Service plans and priorities 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?



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

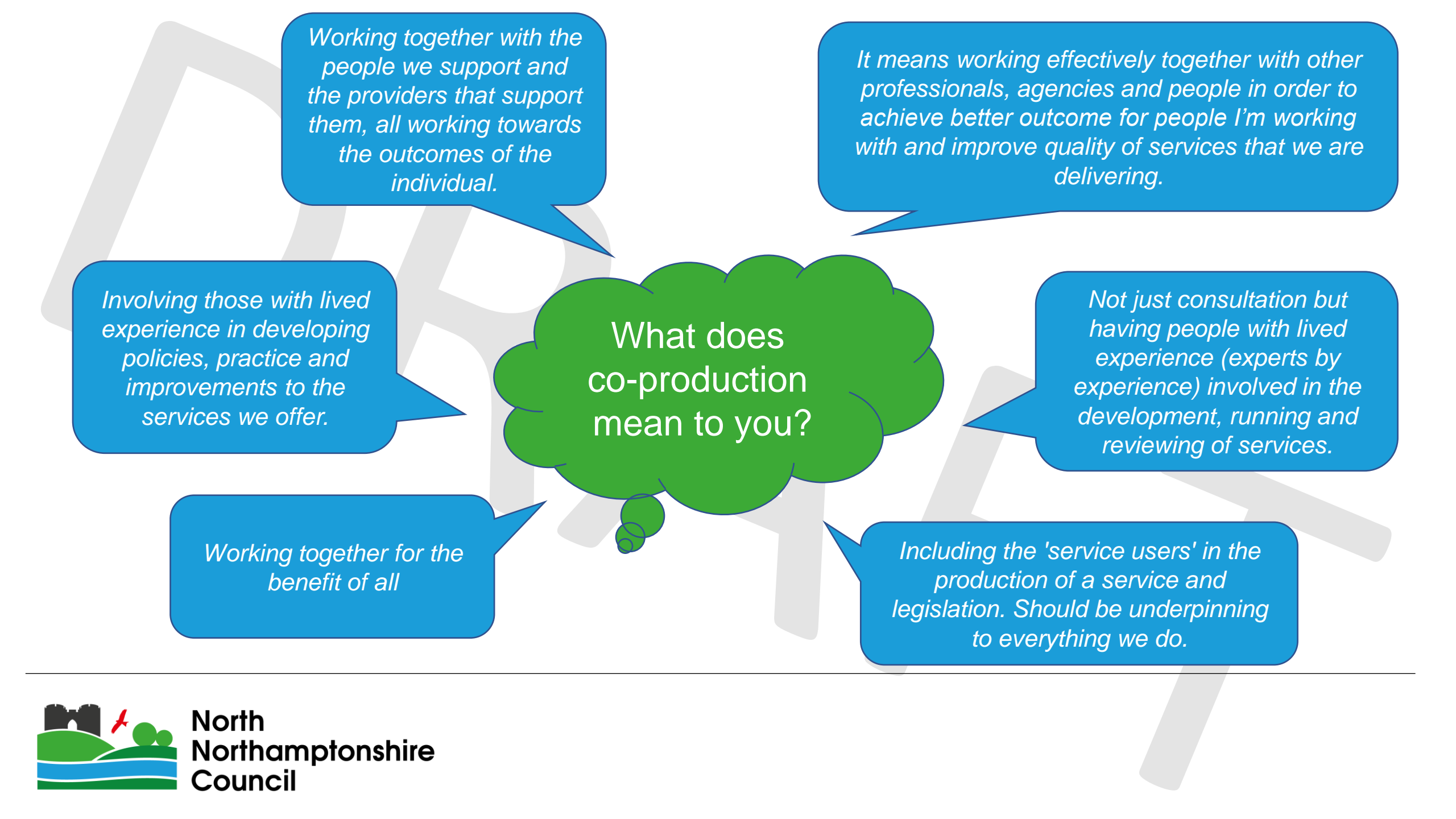
ASC strategy should not be depicted by financial pressures facing NNC

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





What does
co-production
mean to you?

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.

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.'

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.

What is your understanding of co-production?

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.

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



North
Northamptonshire
Council

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.

Someone made a mistake in not informing me about anything.

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.

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

NNC Adult Social Care



North
Northamptonshire
Council

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**
-
- 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

As one resilient workforce, we work ambitiously in partnership with people.

We have a relentless focus on their strengths and we support people to develop, maintain and recover their independence in the places they live.

We provide high standard personalised care and support that enables people to have the best opportunities and quality of life.



SHARED AIMS

- ❑ **To provide Strength based personalization of care to meet the needs of individuals and their carers in the places they live**
- ❑ **To ensure access to care 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 care outcomes**



SHARED AMBITION

- Ensuring the wellbeing and independence of our people
- People should be able to live a life that is free from harm, communities have a culture that does not tolerate abuse and where people know what to do when abuse happens
- Information and advice is of good quality
- Active and supportive communities
- Flexible and integrated care and support when things need to change
- Look after our workforce
- To increase the people actively engaged in co-production of adult social care services in a way that is meaningful, and person centred by incorporating our core values for North Northamptonshire



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



SHARED VALUES

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
- Trustworthy

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 we when say we are going to do it , we do it.**



THE WAY WE WORK NOW

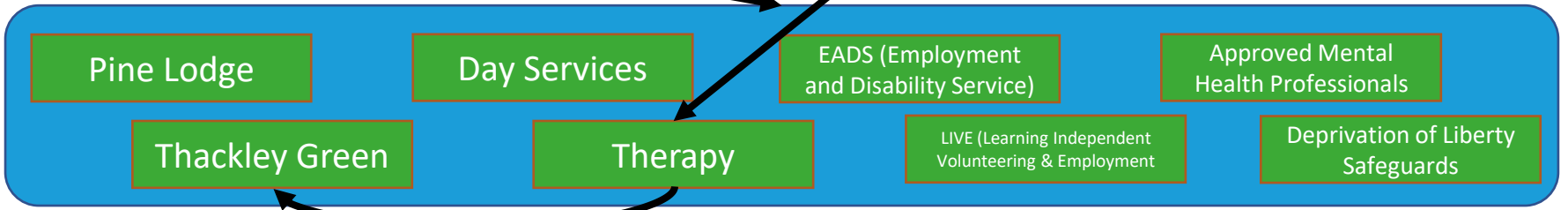
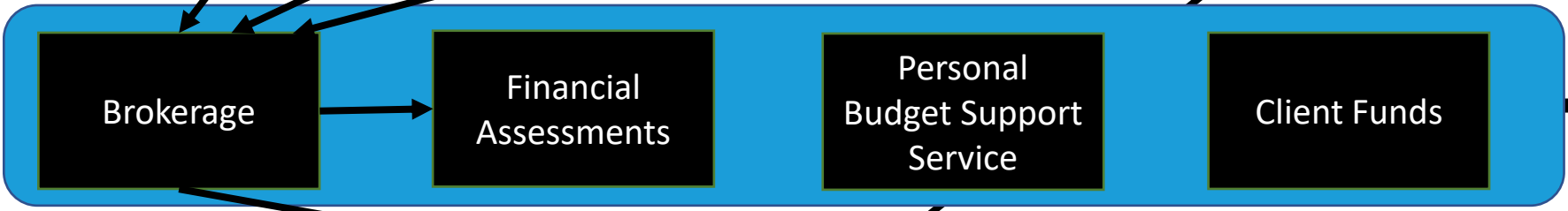
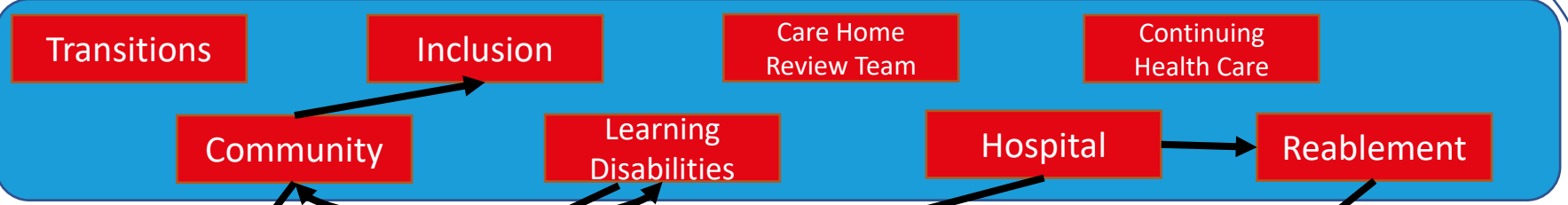


North
Northamptonshire
Council

Hospital

Community

Adult Social Care



Making Safeguarding Personal

External Partners

Commissioning / Contracts

THE WAY WE WORK NOW

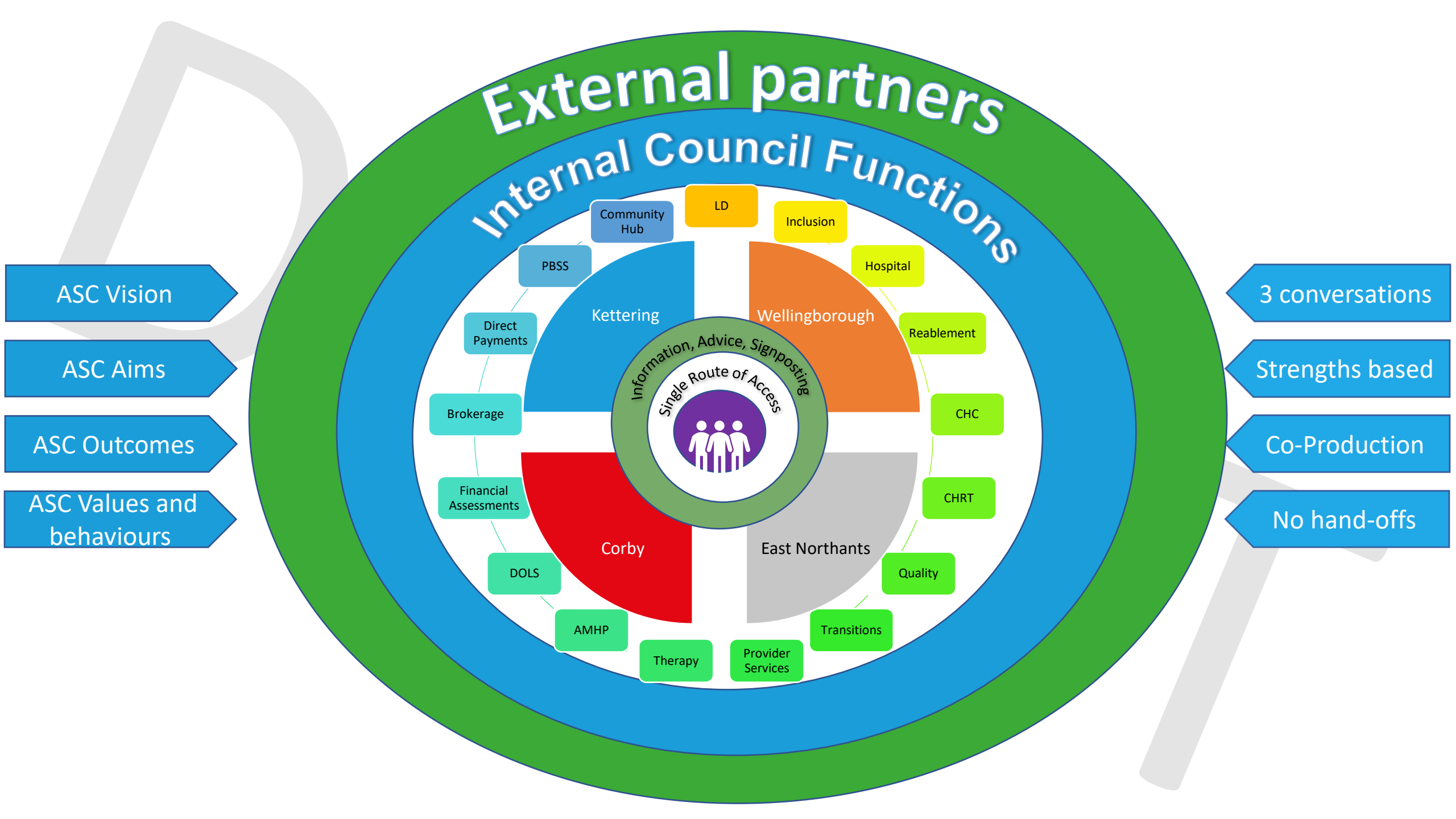
- Two routes of access into ASC services
- No formal triage filter for conversation 1
- Hand offs between services
- Not all services are trained to focus on a strength-based approach
- Limited population needs focused / place-based approach for providers, commissioning and contracting – historic contractual approach with limited market capacity , integrated brokerage and variable contractual compliance
- 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
- Safeguarding is not embedded
- Co-production is limited



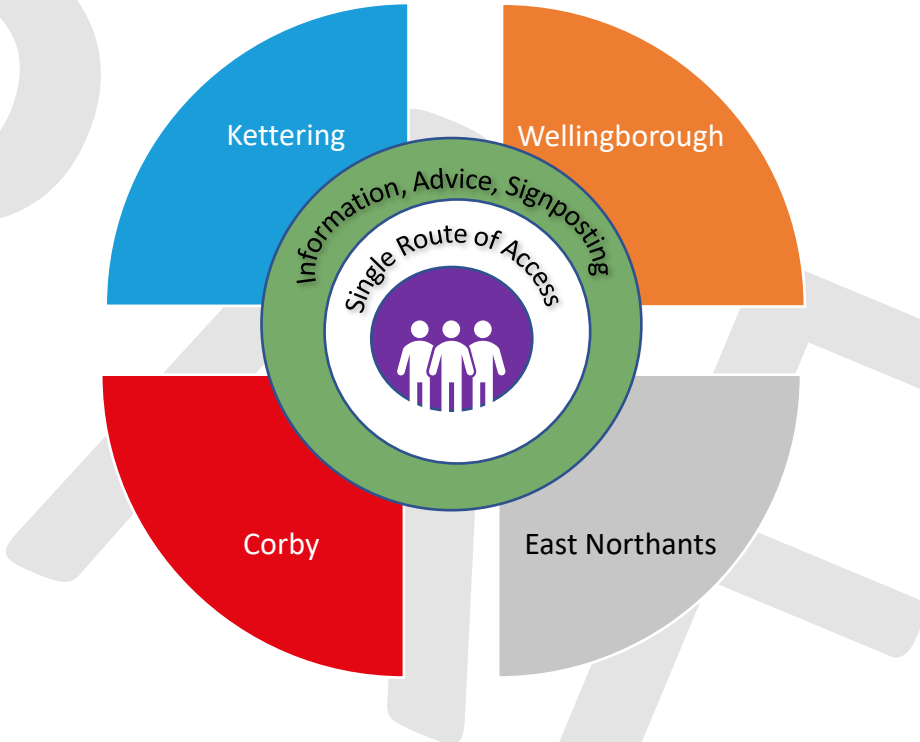
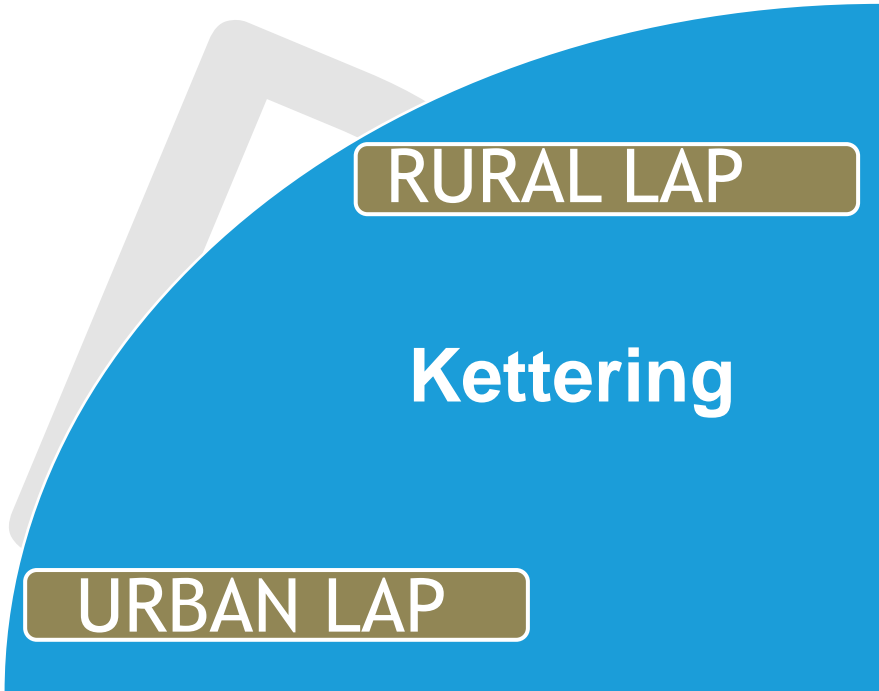
OUR POTENTIAL
FUTURE STRENGTH
BASED WAY OF
WORKING



North
Northamptonshire
Council



A NEW *sense* OF PLACE



- 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



OUR POTENTIAL FUTURE STRENGTH BASED WAY OF WORKING

- 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

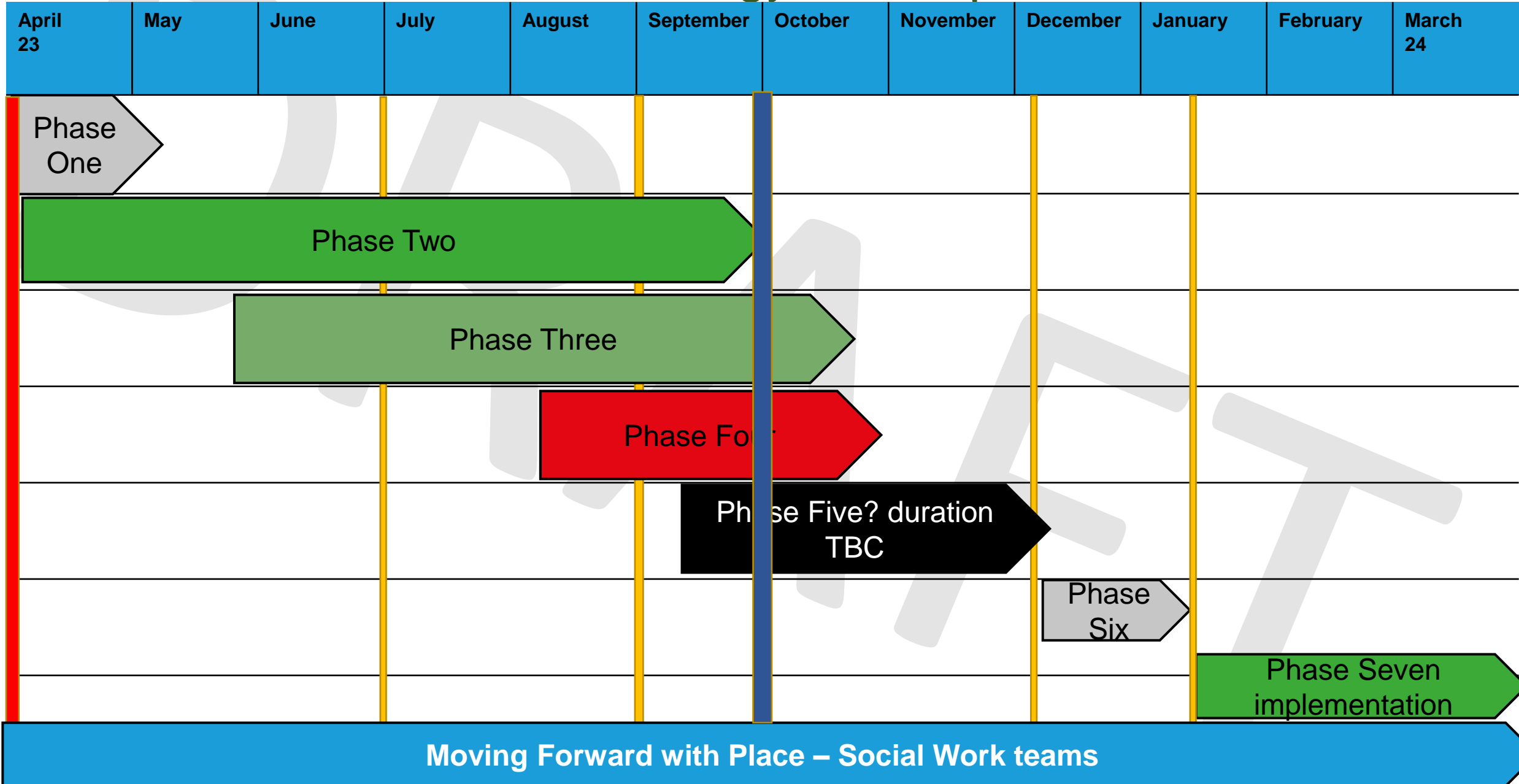


NEXT STEPS – Implementation Plan

1. AHP & H SLT 2nd October 2023
2. DMT 5th October 2023
3. Directorate /staff briefing meeting 12th October 2023
4. CLT ?when
5. Signal North Place Board October 3rd 2023
6. Service manager meeting
7. Focus groups approach



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



Background context slides FOR REFERENCE



North
Northamptonshire
Council

Key Components of strength based

- What people can do – what matters to you
- Active Community support and development
- Relationships
- Meaningful conversations
- People as experts in their own lives
- Collaborative approach
- Proportionate
- Risk enabled

